



**TOWNSHIP OF SOUTH FRONTENAC
COMMITTEE OF THE WHOLE MEETING
AGENDA**

TIME: 6:00 PM,
DATE: Tuesday, January 15, 2019
PLACE: Council Chambers.

1. Call to Order
2. Declaration of pecuniary interest and the general nature thereof
3. Approval of Agenda
4. **Scheduled Closed Session**
 - (a) Insurance Claims and Litigation Updates
 - (b) Labour Relations
 - (c) Business Arising from Litigation Matters
5. ***Recess - reconvene at 7:00 p.m. for Open Session
6. Public Meeting - n/a
7. Delegations
 - (a) David Townsend, Executive Director, Southern Frontenac Community Services Corp, re: Senior Services Report 3 - 62
 - (b) Julie Servant, Executive Director, Frontenac Arch Biosphere Network, re: Maintenance of UNESCO designated biosphere 63 - 88
8. Reports Requiring Direction
 - (a) Development Services - Committee of Adjustment - Terms of Reference 89 - 92
 - (b) Public Services - Tandem Dump Truck Replacement 93
 - (c) Public Services - Keeping Pace with Growth & Expectations 94 - 107
 - (d) Code of Conduct and Council Staff Relationship Policy 108 - 138
 - (e) CAO Recruitment 139 - 140
9. Reports for Information - n/a
10. Rise & Report from Committees of Council
 - (a) County Council

- (b) Arena Board
- (c) Police Services Board
- (d) Portland Heritage
- 11. Information Items - n/a
- 12. Notice of Motions
- 13. Announcements/Statements by Councillors
- 14. Question of Clarity (from the public on outcome of agenda items)
- 15. Closed Session (if requested)
- 16. Adjournment



Presentation to the Township of South Frontenac Council January 15, 2019

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Our Ask of Township Council

The SFCSC Board of Directors is requesting a one hour meeting with all members of the Township of South Frontenac Council.

The following slides will explain why.

The Township of South Frontenac is Aging

Whereas the overall population projection in the Township of South Frontenac will grow by 19.11%, the percentage of 55 – 74 will grow by 20.65% and the 75+ age group is projected to grow by 111.21%

<https://www.frontenacounty.ca/en/government/resources/Documents/Watson-Report-2014---Population-Housing-Employment.pdf>

Service Delivery Projections

Using the 2011 and 2016 population census data and growth trends, by 2026, SFCSC would serve 1,078 seniors. Yet in 2018, SFCSC had already engaged 1,056!

At an absolute minimum, SFCSC can safely predict a minimum 43% growth in seniors served within the next 20 years

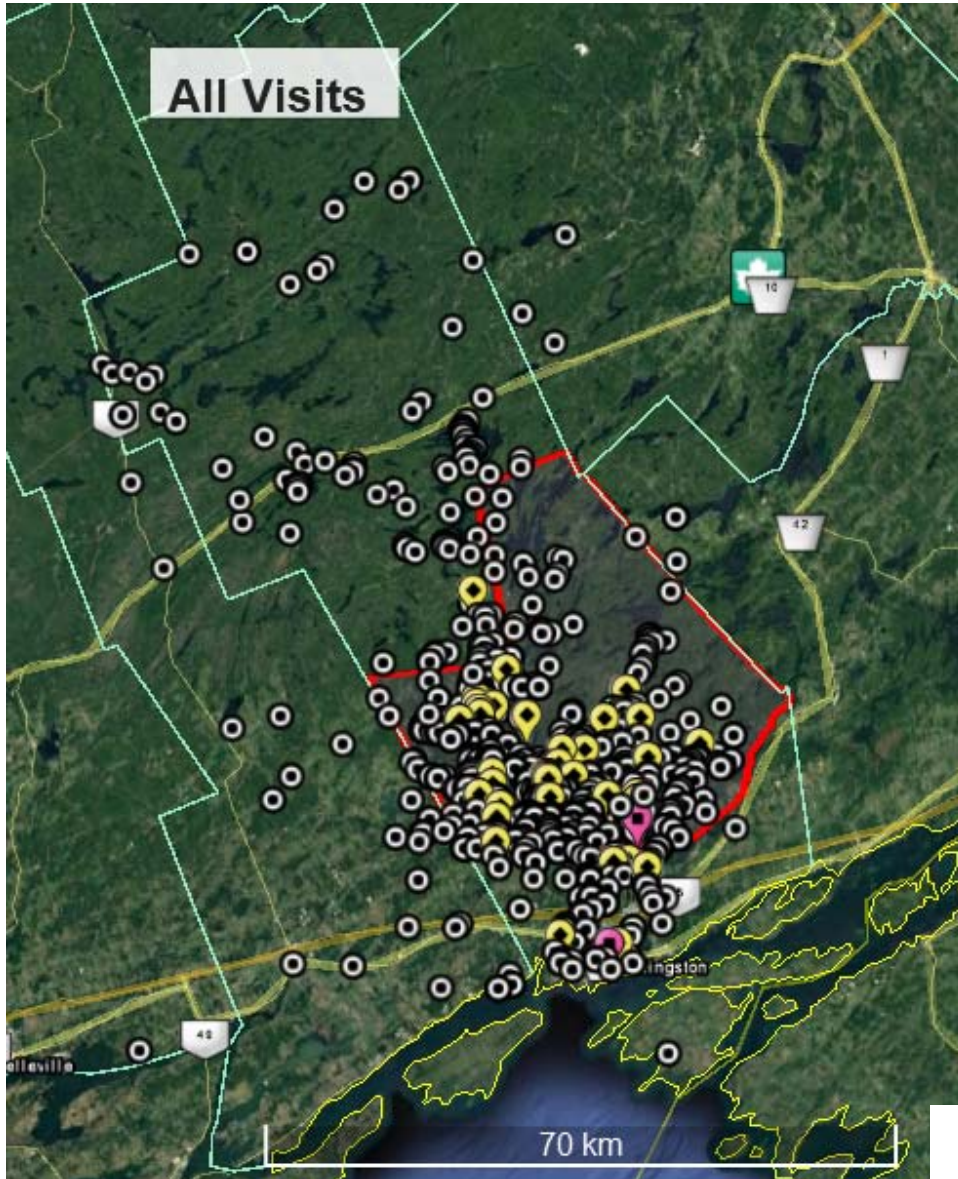
Why Older Adults Stay in South Frontenac

“Yes, I will stay. I built my own house, have a huge amount of land... I was always outdoors throughout my life, I taught canoeing. I want to stay; the city has nothing for me.”

The Use of Services by Older Adults in South Frontenac Township
– Nicole Raymer

SFCSC Service Statistics

Fiscal Year ending March	# of clients served Aged 60+	# of services provided	% Growth in Clients served	% of South Frontenac seniors served
2018	1,056	21,858	17.1%	21+%
2017	902	18,201	9.2%	
2016	826	17,771	2.6%	16.79%
2015	805	13,895	(1.2%)	
2014	815	12,716	11.0%	
2013	725	10,392	8.6%	
2012	663	10,920	5.6%	15.57%



The Future

Our goal is to help as many area residents with the programs and services they need to stay healthy and housed in our community.

The challenge is how?

Who is SFCSC?

Our Agency provides 4 main support
program areas

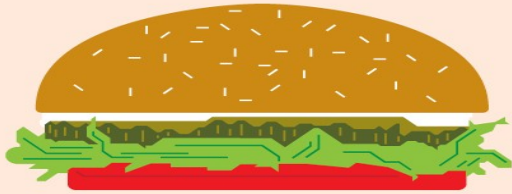
1. Seniors Health Supports and Services
2. Homelessness Prevention
3. Food Security
4. Grace Social Activity Centre

Seniors Services Challenges

- Community awareness
- SFCSC capacity to deliver programs/services
- Affordability – co-payment of fees
- Program growth to meet demand (ie. Hot Meals on Wheels, dementia care)
- Community partnerships – SFCSC cannot do it alone!

Social Isolation

IS THE NO.1 EMERGING ISSUE FACING SENIORS IN CANADA



2 TIMES



AS DEADLY

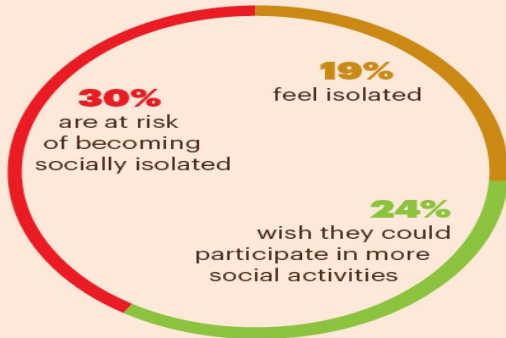


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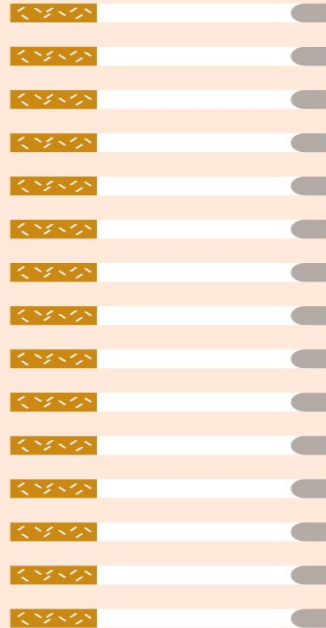


**LEADING TO
DIABETES**

OF CANADIANS OVER 65



chances for early death similar to smoking 15 cigarettes a day



INCREASES RISK OF DEMENTIA BY



Homelessness Prevention Challenges

- Community awareness
- Two staff to service the entire County
- Family Services role that covers things like Income Tax clinics, Caring Community funding, Hydro LEAP & OESP.
- Rising youth homelessness

Food Security Challenges

- Community awareness
- Sufficient volunteers for both the garden and greenhouse
- No Funders for any Food Security – 100% community supported

Testimonials

From Bill (Jr.) Hartwick

People are in need of help and I have the time to give back. It's the little things you can do to help people, that's what is important. I am happy to volunteer and I have formed great relationships with clients and staff members at SFCSC.

Existing Community Support

- Beyond our core Funders, SFCSC this year needs community support as follows:
 1. Client Fees \$234,220
 2. Fundraising & Donations \$182,000
 3. United Way \$67,500
 4. County of Frontenac \$33,060
 5. Rental Income \$23,700
 6. Township of South Frontenac \$14,000
 7. Bingo \$14,000

Our Ask of Township Council

The SFCSC Board of Directors is requesting a one hour meeting with all members of the Township of South Frontenac Council.

Our desire is for Council to develop a better understanding of SFCSC, its successes and challenges in the hopes we can develop a better partnership that will benefit all residents of our Township.



Adult Day clients celebrating New Year's 2019

**Thank You for taking your
leadership role!**



The Use of Services by Rural Older Adults in South Frontenac Township

REPORT FOR SOUTHERN FRONTENAC COMMUNITY SERVICES

Nicole Raymer
QUEEN'S UNIVERSITY | KINGSTON, ON

Acknowledgements

I would like to thank Mr. Dave Townsend and Mr. Andy Mills from Southern Frontenac Community Services for their assistance in the development and implementation of this project. All findings and views expressed are those of the author and in no way represent the official views of Southern Frontenac Community Services.

I extend my gratitude to Queen's University and Dr. Mark Rosenberg for his supervision and guidance in this project.

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Key Points

- Older adults in South Frontenac utilize Health Services the most
- Closely followed by:
 - Library Services
 - Physical Recreation Services
 - Social clubs and Services
- Older adults desired more “active programming”, such as swimming and hiking
- Male interviewees suggested trade workshops such as woodworking and landscaping
- Most interviewees wished to remain aging in their communities
- Concerns around reliable transportation and cost of services were prominent among interviewees
- Recommendations:
 - Development of a Local Seniors Forum/Activity Group
 - Determine feasibility of a Collaborative Volunteer Driving Network for services throughout the township
 - Development of a Service Guide for Older Adults with information on accessing available community services

Introduction

Aging is one thing everyone has in common. There is no way to stall the hands of time and inevitably people grow old and may require support to complete Activities of Daily Living (ADLs). These activities, including walking, communicating, toileting, eating and bathing are key components to maintaining quality of life, and ability to complete these ADLs begins to decline at age 65 (Statistics Canada 2011). Services that support older adults with ADLs are integral to promoting Aging at Home, the current provincial aging strategy (Ontario Seniors Secretariat 2013). These services can also help foster positive social networks that can contribute to improved mental health, assisting the older population in remaining in the community (Cobigo and Stuart 2010). With momentum for aging-in-place infrastructure mounting it is essential to understand what services and supports are needed by the older population and how these services are planned to be sure that the most vulnerable subpopulations are included in decision making processes.

The Ontario government developed an Action Plan for Seniors in 2012 which mandated improved access to community services. To achieve this goal, they provided additional funded hours for personal support workers in the provincial healthcare budget but failed to outline how these hours should be allocated among the population. This left how these hours are established as the responsibility of community-level agencies that vary in policy from municipality to municipality, creating the potential for inequitable distribution of services.

Especially vulnerable older adults are at particular risk of being left out of discussions surrounding healthcare and social services. Those who have low socio-economic status, are from a visible minority, indigenous, or a member of the LGBTQ community may have varying service needs in comparison to the general older adult population. With funded hours of services limited, many older adults are left with pay-for-service options that low-income individuals are unable to afford. Vulnerable older adults also exhibit greater rates of mental illness than their non-vulnerable counterparts, which should be considered when determining service needs (Fiske et al. 2009). In areas where services that can meet their needs are provided, additional circumstances such as frailty, language, and location can create additional barriers to these services that disproportionately affect vulnerable older adults. This is problematic as vulnerable older adults already face greater health risks such as higher rates of obesity, cardiovascular, and poor mental health status (Dammann & Smith 2009; Karlsen & Nazroo 2002; Kottorp et al. 2016). It is therefore integral that vulnerable adults be consulted in the planning process of services, before inequities can develop.

Aims & Objectives

This project aims to understand what services vulnerable older adults want in South Frontenac and how to better integrate their wants into the planning process. Current literature often addresses services needs from a homogeneous perspective, and this study hopes to contribute to understanding the intersectionality of aging. To achieve this goal, the project has been broken down into three main objectives:

- 1) Understand the expressed need of older adults in South Frontenac Township and what services they are currently using
- 2) Identify barriers to accessing services and services that older adults want but do not have
- 3) Examine the perspective of organizations on senior services and involvement of older adults in planning of these services

To meet these objectives, the project was implemented in three stages:

- 1) Surveys were administered to older adults within South Frontenac Township
- 2) In-depth interviews were conducted with a subset of the survey participants
- 3) The Chief Executive Officer of Southern Frontenac Community Services was interviewed

The surveys were analyzed using the Statistical Package for the Social Sciences (SPSS) programming. Comparisons were made to understand how location, age, income, and personal identity influence the use of services and expressed need. Regression analysis was used to determine the significance that age, income, mobility, and co-habitants had on expressed needs, which were determined as:

- 1) Isolation from the Community
- 2) Food Insecurity
- 3) Housing Insecurity

Interviews were transcribed and then evaluated through thematic analysis to pull out common themes and concerns among participants. The interviews from older adult participants were then compared with the key informant interview to examine similarities and divergences between organizational and older adult desires.

The survey results and interviews themes were then discussed based on the current available literature and data from the Canadian Community Health Survey. Special attention was paid to service use among South Frontenac Township when compared to reported use from the national, provincial, and health unit level.

Location

This project examines the rural South Frontenac Township (population of 18,000 within 970km²), located in Eastern Ontario, just north of the City of Kingston. Within the township, the average age is 44.7 years old, with over 94% of the population speaking English as their first language. Just over 30% of the population is 55 years of age or older and are therefore defined as an “older adult” by the World Health Organization and for the purposes of this study. Of these adults 55 and over, 51% are male and 49% are female. This is a change from the rest of the Canadian population, where the gender split of older adults is 54.6% female and 45.4% male.

Survey Results

The survey was carried out between November 2nd, 2017 and March 21st, 2018. A total of 73 questionnaires were received and analyzed using SPSS Version 24.

South Frontenac Township is in eastern Ontario. The 2016 total population was 18,646. The older adult population was 3,320 or 17.8% of the total population. The median age of the population was 46.9. Almost everyone in the township lives in single-detached houses. Of the 7,185 private dwellings in the township, 6,880 are single-detached houses or almost 96% of all dwellings.

The number of people who responded to the survey was 73 or almost 2.2 percent of the population 55 and over. The survey participants (n=73) were an average of 72.8 years old, with a gender ratio of 74% female and 26% male. Just over 27% of the respondents lived alone, and 19.2% reported living with a mobility impairment. Of the respondents, 65.8% were married, 2.7% were common-law, 11% were widowed, and 9.6% were divorced and 11% reported being single.

The mean income reported by respondents was \$54,988 per household. 87.7% of participants lived in single-detached houses, and those who did not, lived mostly in apartments (9.6%), with a few in in-law suites (2.7%). Among survey participants 89% spoke English as their first language, and most of the respondents identified as white (94.5%). About two-thirds of the respondents had received a post-secondary education, with 28.8% having attended or completed some college, and 37% holding a university degree.

Respondents were categorized as living in one of eight smaller communities within South Frontenac Township; Battersea, Harrowsmith, Hartington, Inverary, Perth Road, Sunbury, Sydenham, or Verona; or three just outside of the South Frontenac Township boundary; Elginburg, Glenburnie, or Godfrey. Of all the survey participants, over a third were from Sydenham (36%), more than triple the participants from any other community. Eleven percent of participants reported living in Hartington, 9% from Battersea, and 8% lived in Harrowsmith and Inverary. Verona and Perth Road accounted for 7% each, Glenburnie at 5%, and Elginburg, Sunbury, and Godfrey each contributed 3% of responses (Figure 1).

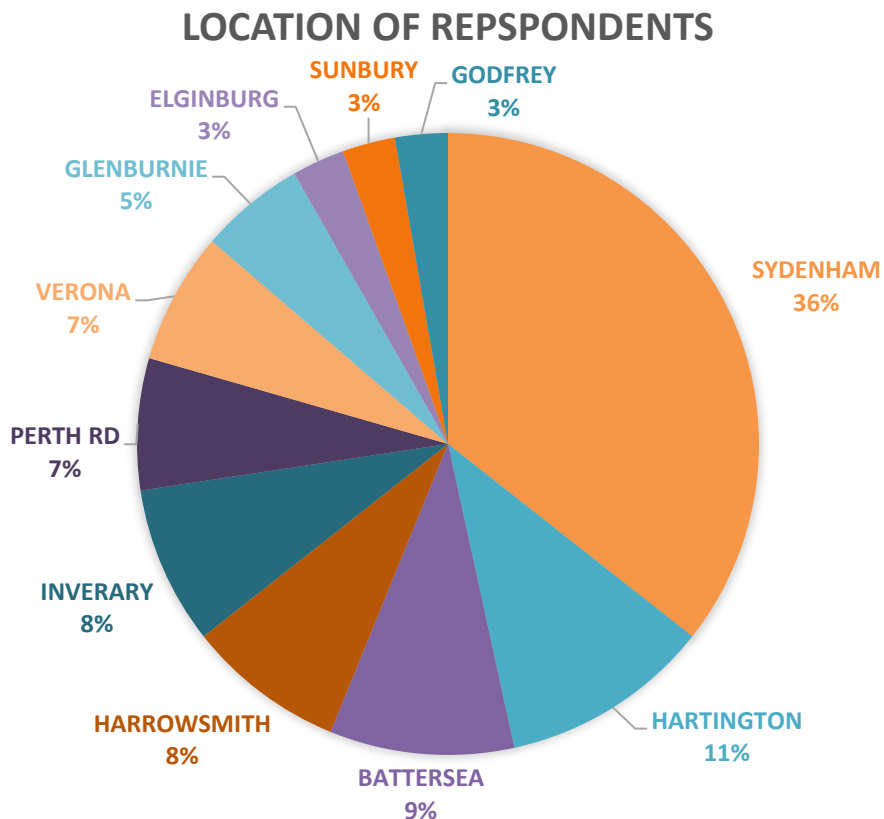


Figure 1 The percent of survey respondents that were from each community within or just beyond South Frontenac Township.

Health services were reported as the most commonly used service in the past 12 months (68.5%), followed by library services (60.3%), physical recreation services (57.5%), and social clubs and services (46.6%). Less than a third of respondents reported using skills workshops (31.5%), food services (25.9%), transportation services (16.4%), or housing services (8.2%) within the past 12 months (Figure 2).

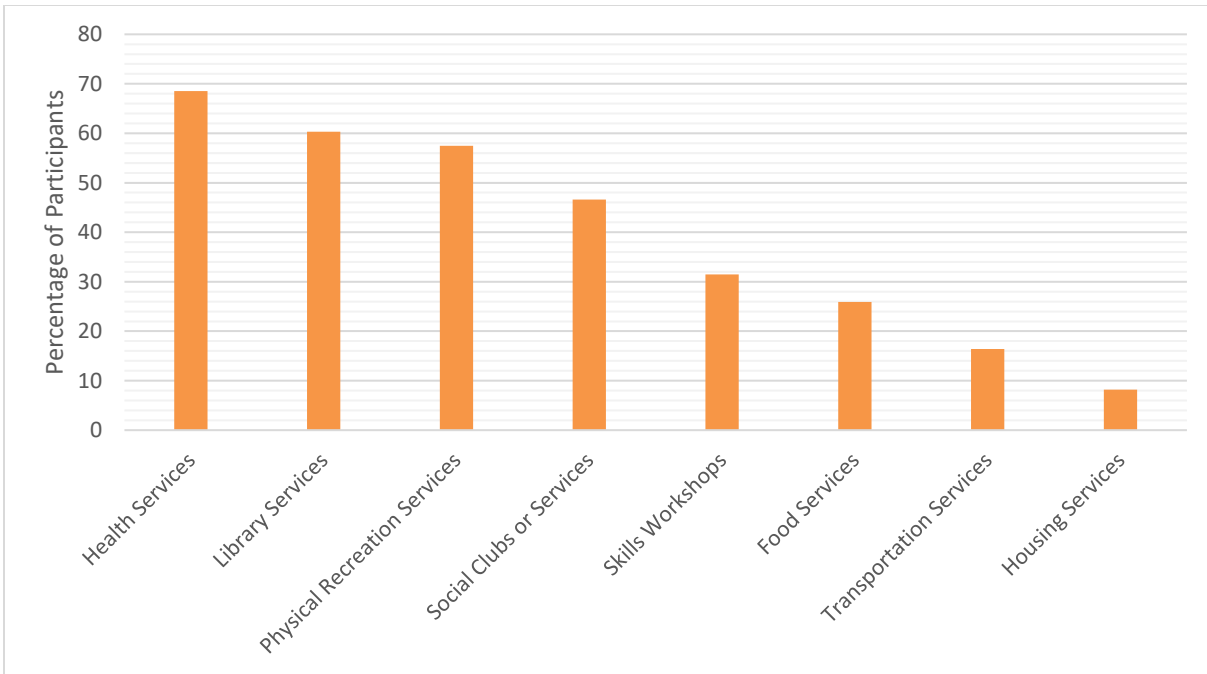


Figure 2 The percent of survey respondents who answered “yes” to using a specific service type in South Frontenac Township (n=73).

Community Analysis

The responses within the smaller communities varied from the average use of services as shown in Figure 21 as did mean age, the gender ratio and service use (Table 1).

Table 1 The number of respondents from the smaller community within South Frontenac Townships, and the percent of respondents from each community that reported using a service.

	Number of Responses	Average Age (years)	% female	% male	% use of Health Services	% use Library Services	% use of Phys-Rec Services	% use of Social Clubs or Services	% use of Skills Workshops	% use Food Services	% use Transp. Services	% use of Housing
Sydenham	26	72.2	76.9	23.1	46.2	69.2	38.4	30.8	7.7	0	15.4	7.7
Hartington	8	77	87.5	12.5	75	75	75	87.5	25	25	0	0
Battersea	7	75.6	57.1	42.9	100	14.3	71.4	85.7	28.6	57.1	28.6	28.6
Harrowsmith	6	75	83.3	16.7	83.3	83.3	83.3	66.7	33.3	50	16.7	0
Inverary	6	71	100	0	66.7	33.3	0	0	33.3	33.3	33.3	0
Perth Road	5	72.6	60	40	80	40	40	40	40	20	20	0
Verona	5	69.6	80	20	80	80	60	20	0	40	20	40
Glenburnie	4	78.5	50	50	100	50	50	0	0	0	100	0
Elginburg	2	68	0	100	0	100	0	100	100	0	0	0
Sunbury	2	68.5	50	50	100	0	50	100	50	50	50	0
Godfrey	2	66	100	0	100	100	0	0	0	0	0	0
South Frontenac Township	73	72.8	74	26	68.5	60.3	57.5	46.6	31.5	25.9	16.5	8.2

As seen in the table, Sydenham had a much larger proportion of respondents than the other communities. The smallest portion of respondents were from Elginburg, Sunbury, and Godfrey, with two respondents each. This resulted in skewed answers for these communities, and limited perspectives. In Elginburg, both respondents were female, and Godfrey, both male. In both these communities, the two respondents utilized the same services, further skewing the results.

The oldest group of respondents was from Glenburnie at an average 78.5 years old, and the youngest in Godfrey at 66 years old. There were no communities that reported using zero services at all; however, Godfrey respondents reported only health and library service usage. Battersea was the only community that reported usage in all service categories.

Service Analysis

Health Services

Health Services was the most used service across South Frontenac Township. The average age of health service users survey was 72.9 years old. Services included in the survey were: doctor visits, hospital visits, blood pressure clinic, foot care clinic, caregiver relief/respice, nursing care, diabetes clinic, elder abuse information, daily care services, and visual impairment information. Of the older adults who reported using health services, the largest proportion was from Sydenham at 24% (Figure 3). All participants from communities of Battersea, Glenburnie, and Godfrey reported health service usage (Figure 4). Of the health service options available on the survey, the Foot Care Clinic was the most popular (Figure 5).

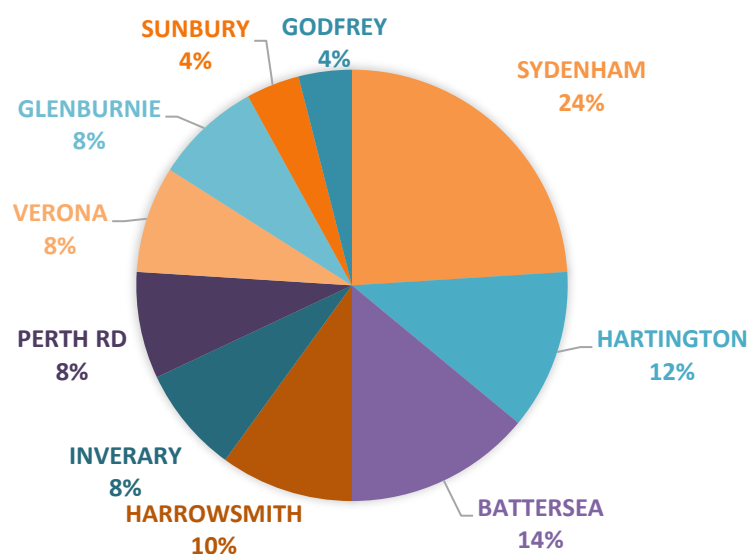


Figure 3 The percent of survey respondents that were from each community within or just beyond South Frontenac Township that reported using Health Services.

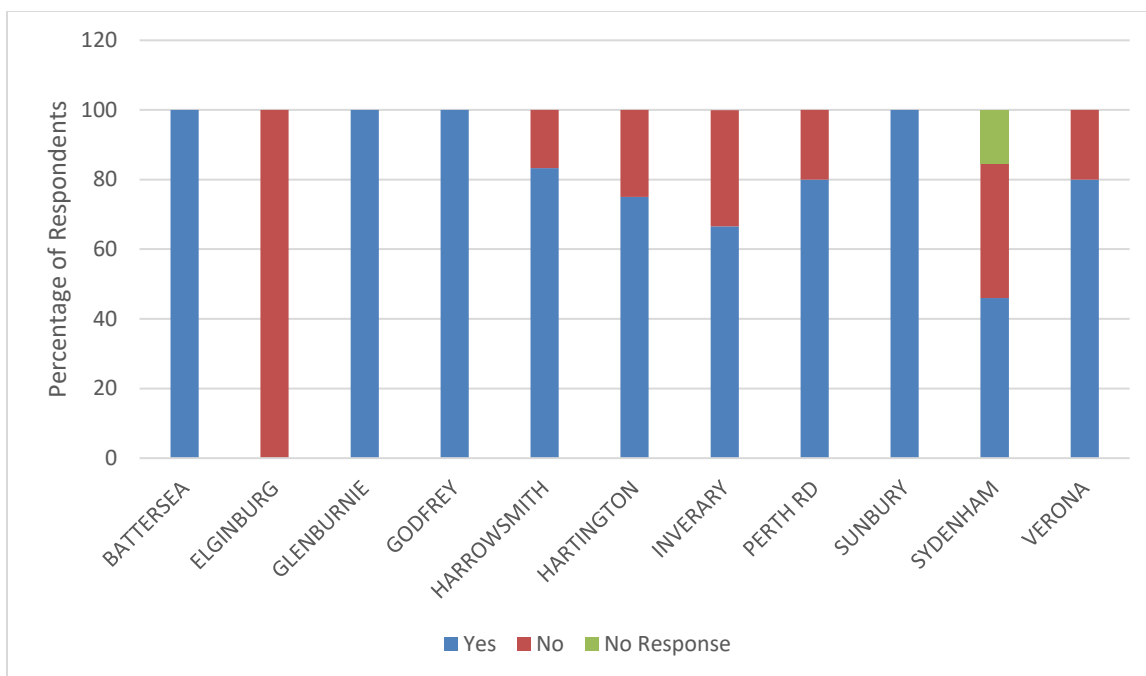


Figure 4 The percent of survey respondents from each community within or just beyond South Frontenac Township that reported “yes”, “no” or gave no response to the question: “Do you currently utilize Health Services?”

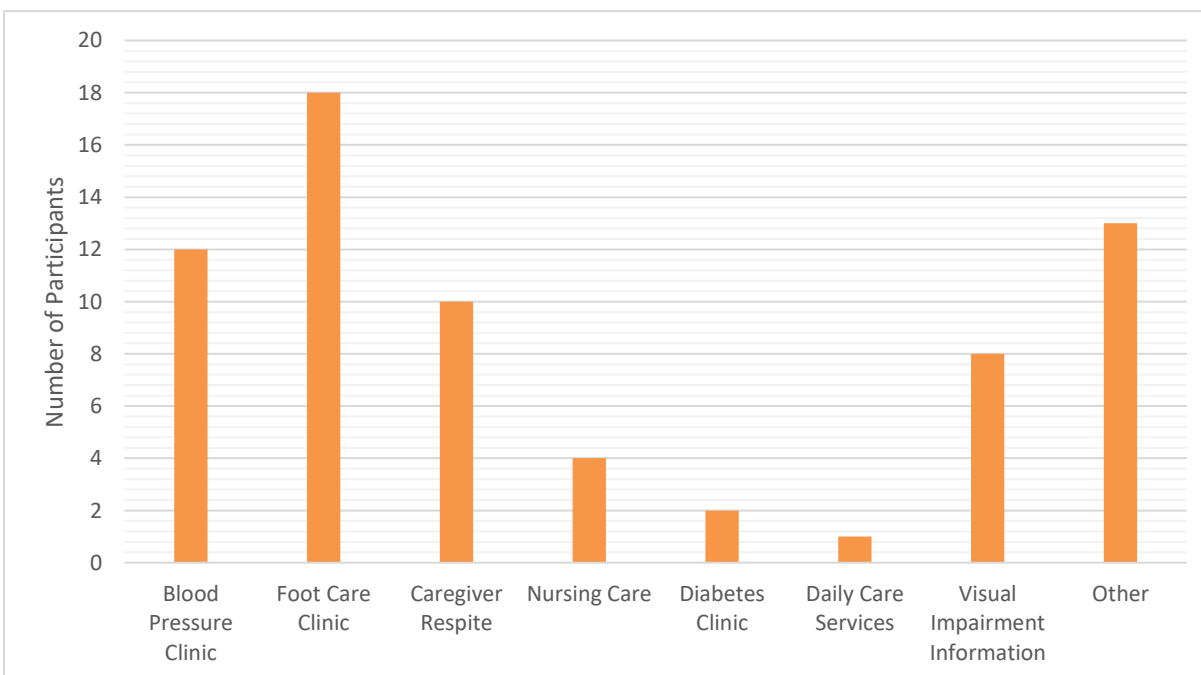


Figure 5 The number of survey respondents who reported using each health service option.

Library Services

Library Services was the second most used service across South Frontenac Township. The average age of library users surveyed was 71.9 years old. Services included in the survey were: borrowing material, computers or Wi-Fi, attending programs and events, printing or photocopying, 3D printing, websites, e-resources (such as downloading eBooks). Of the older adults who reported using library services, the largest proportion was from Sydenham at 41% (Figure 6). All participants from communities of Elginburg and Godfrey reported library service usage (Figure 7). Borrowing materials was the most common library service activity by a wide margin (Figure 8).

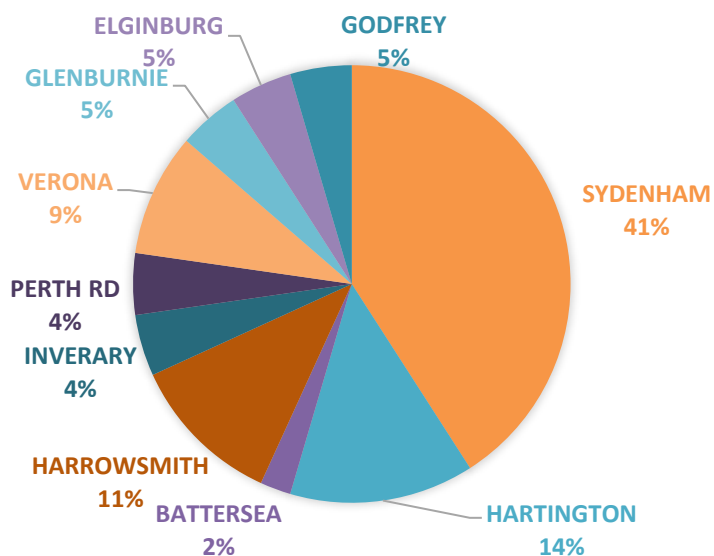


Figure 6 The percent of survey respondents that were from each community within or just beyond South Frontenac Township that reported using Library Services.

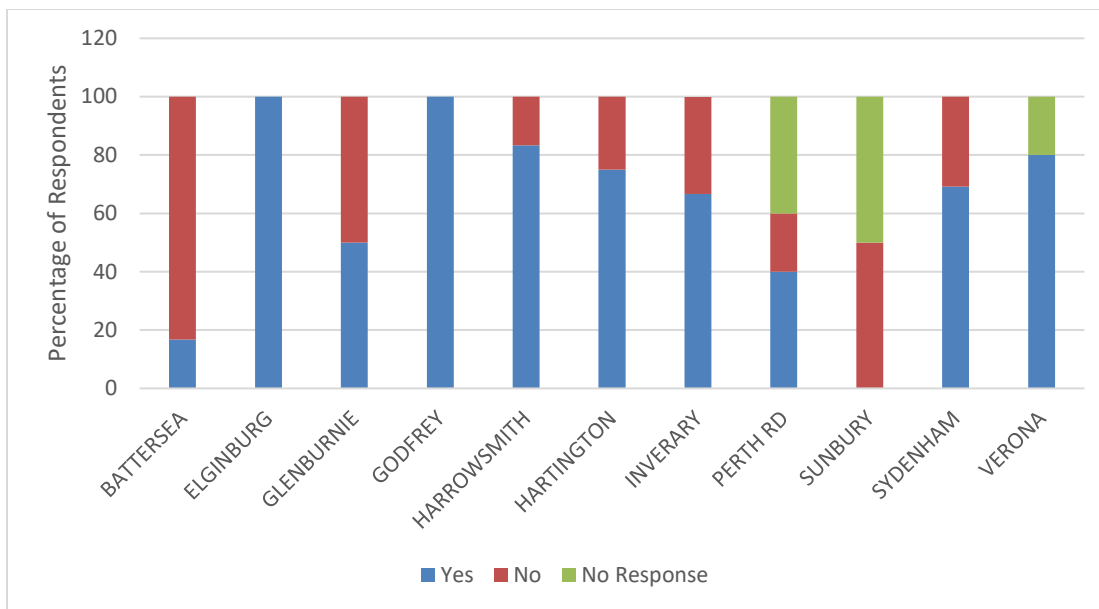


Figure 7 The percent of survey respondents from each community within or just beyond South Frontenac Township that reported “yes”, “no” or gave no response to the question: “Do you currently utilize Library Services?”

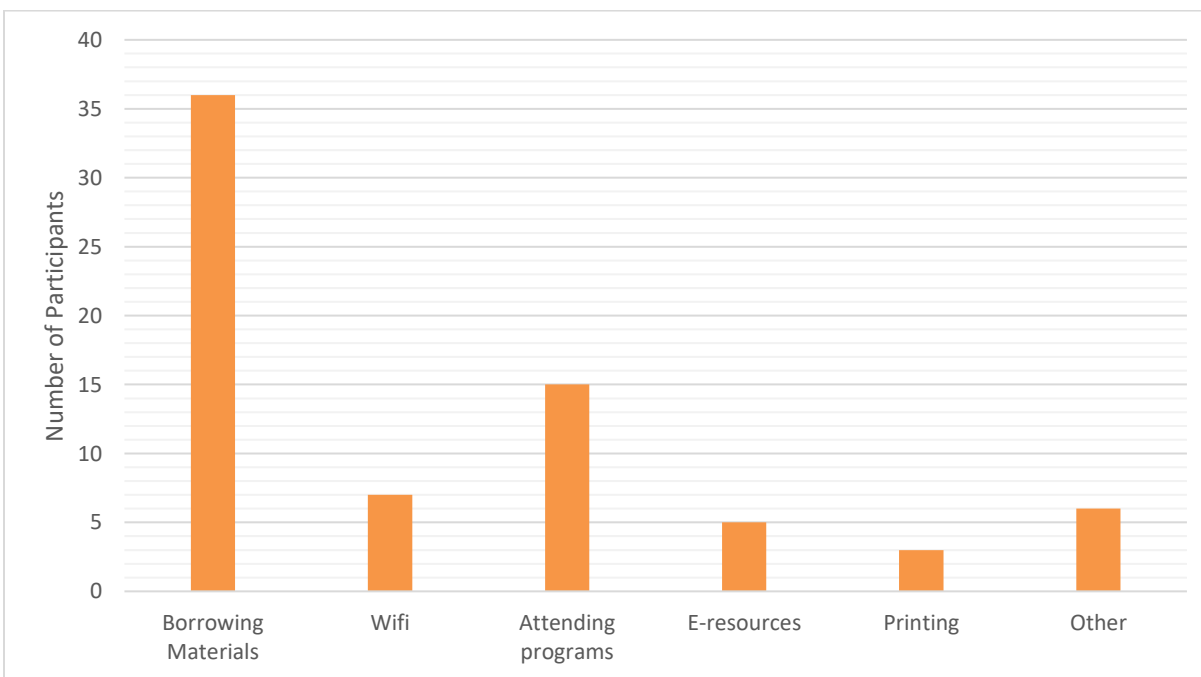


Figure 8 The number of survey respondents who reported using each library service option.

Physical Recreation Services

The average age of physical recreation services users surveyed was 72.4 years old. Services included in the survey were: fitness programs, seniors activity club, walking club, darts club, and bridge club. Of the older adults who reported using physical recreation services, the largest proportion was from Sydenham at 29% (Figure 9). All participants from Battersea reported physical recreation usage (Figure 10). Fitness programs were by far the most popular among those who participated in physical recreation services (Figure 11).

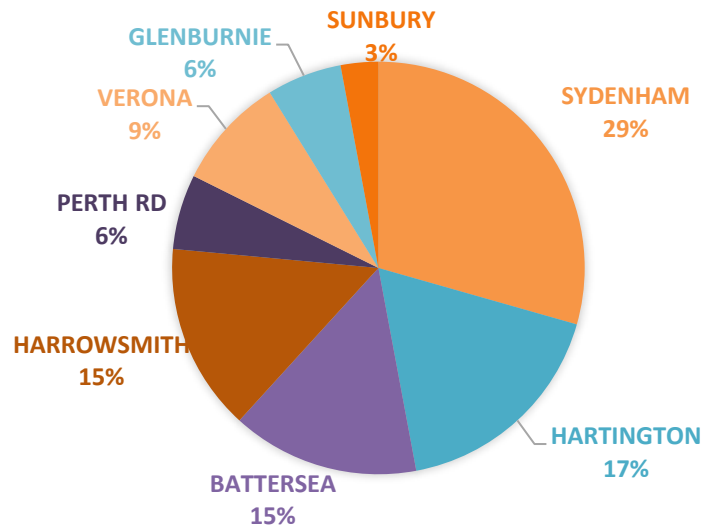


Figure 9 The percentage of survey respondents that were from each community within or just beyond South Frontenac Township that reported using Physical Recreation Services.

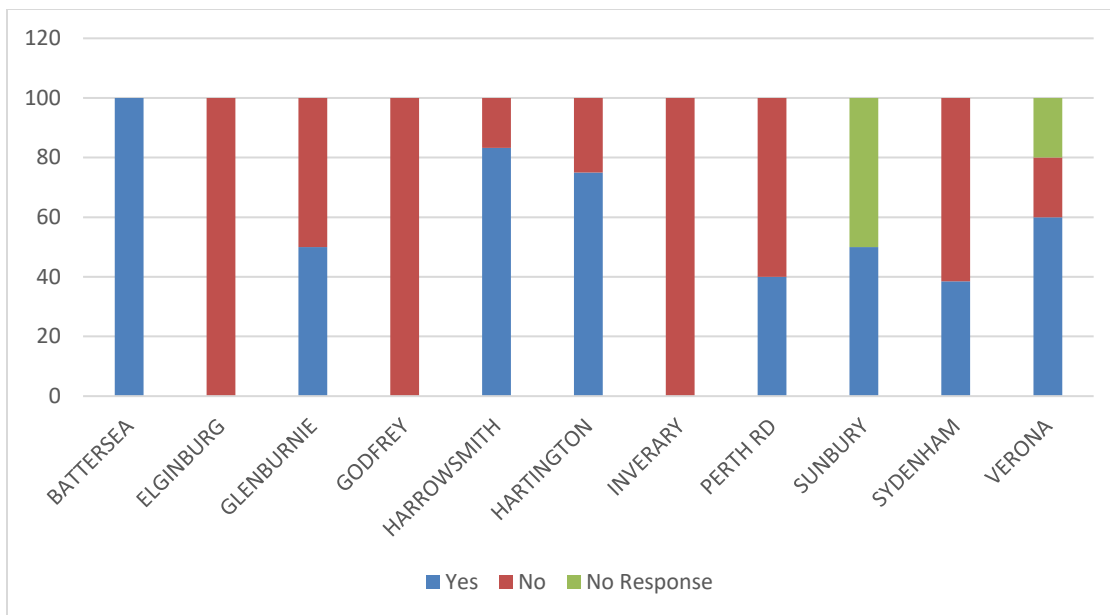


Figure 10 The percent of survey respondents from each community within or just beyond South Frontenac Township that reported “yes”, “no” or gave no response to the question: “Do you currently utilize Physical Recreation Services?”

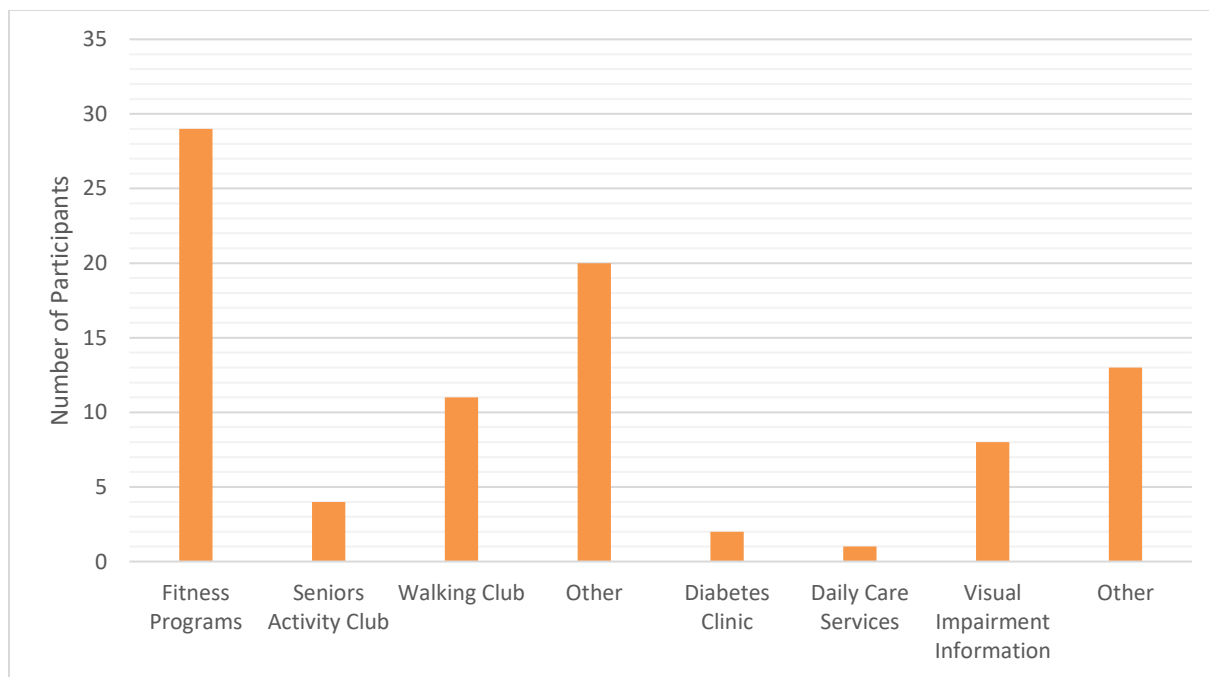


Figure 11 The number of survey respondents who reported using each physical recreation option.

Social Clubs and Services

The average age of social club services users surveyed was 73.2 years old. Services included in the survey were: book club, day trips, seniors' dances, euchre club, mahjong club, social café, movie night, poker club, and travel groups. Of the older adults who reported using social clubs and services, the largest proportion was from Sydenham at 25%, with Hartington close behind at 21% (Figure 12). All participants from Battersea, Sunbury, and Elginburg reported social clubs and services usage (Figure 13). Respondents who utilized social clubs or services reported using "other" services most often, closely followed by the social café and book club (Figure 14).

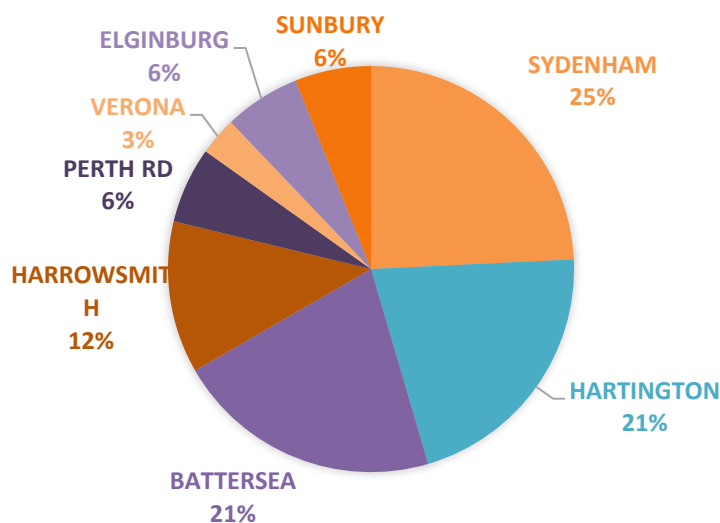


Figure 12 The percent of survey respondents that were from each community within or just beyond South Frontenac Township that reported using Social Clubs and Services.

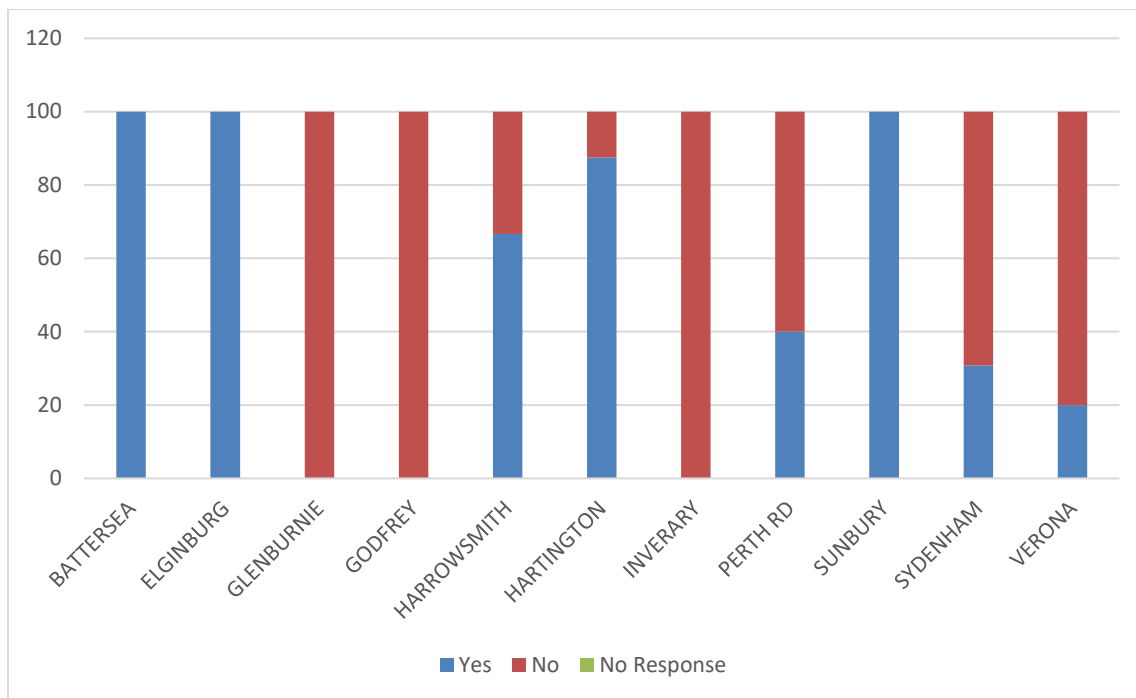


Figure 13 The percent of survey respondents from each community within or just beyond South Frontenac Township that reported “yes”, “no” or gave no response to the question: “Do you currently utilize Social Clubs and Services?”

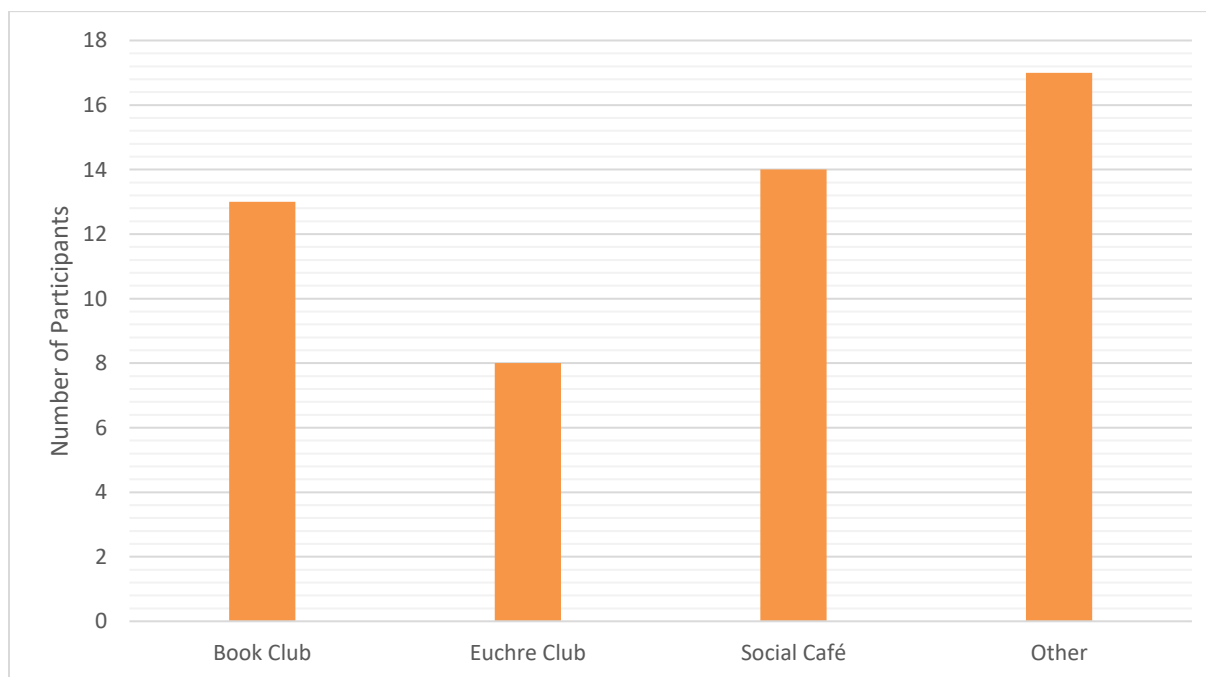


Figure 14 The number of survey respondents who reported using each social club or service option.

Skills Workshops

The average age of skills workshop users surveyed was 72.7 years old. Services included in the survey were: special interest (arts, travel) workshop, legal issues workshop, technology classes, tax clinic, language skills, estate planning, art classes, driving course, retirement planning course, and seniors and law enforcement together (SALT). Of the older adults who reported using skills, the largest proportion was tied at 14% each in Sydenham and Hartington (Figure 15). All participants from Elginburg reported skills workshops usage (Figure 16). SALT was the most popular skills workshop among respondents, with legal issues workshops being a close second (Figure 17).

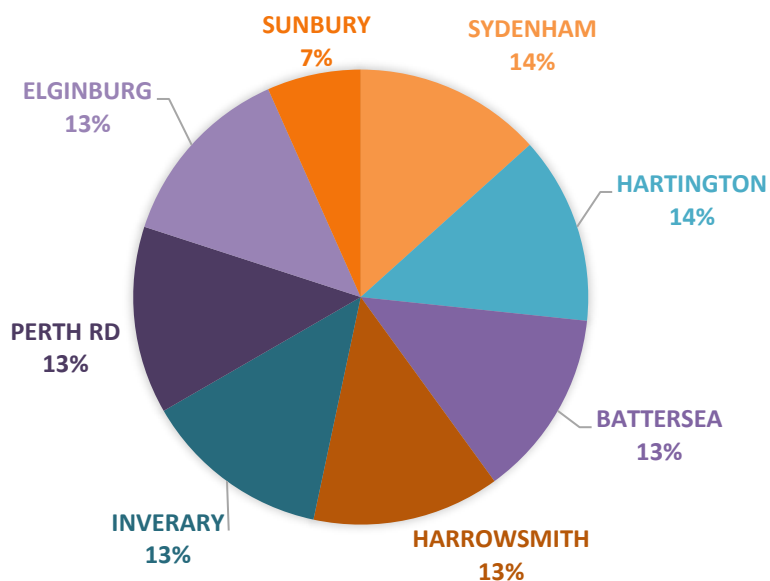


Figure 10 The percent of survey respondents that were from each community within or just beyond South Frontenac Township that reported using Skills Workshops.

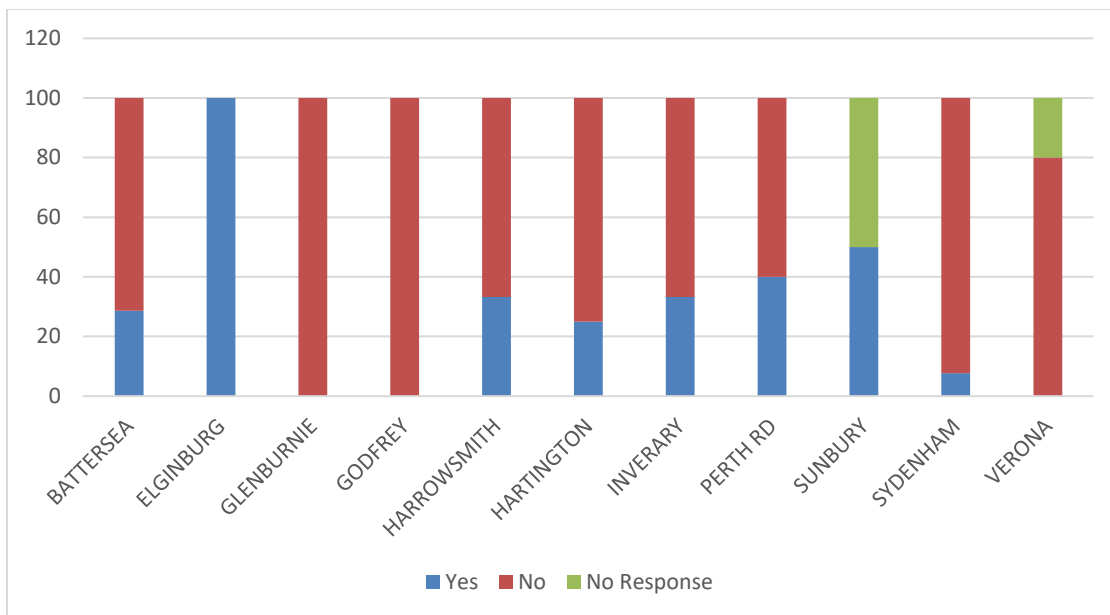


Figure 16 The percent of survey respondents from each community within or just beyond South Frontenac Township that reported “yes”, “no” or gave no response to the question: “Do you currently utilize Life Skills Workshops?”

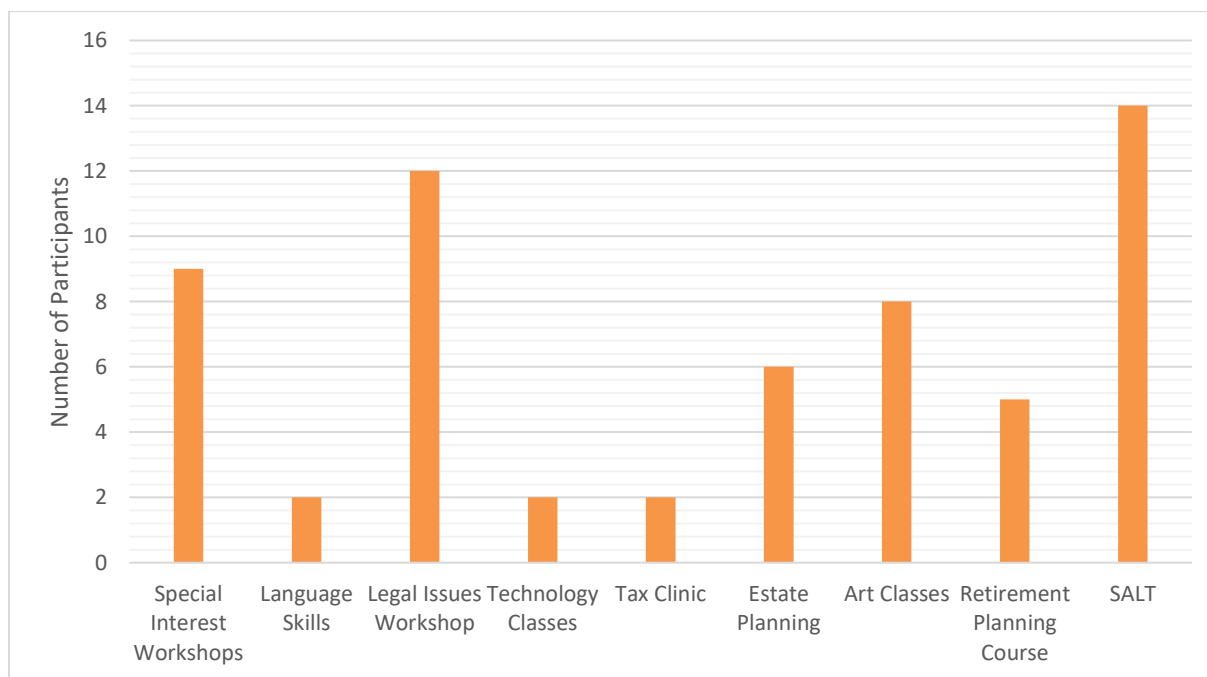


Figure 17 The number of survey respondents who reported using each life skills or workshop option.

Food Services

The average age of food services users surveyed was 73.6 years old. Services included in the survey were: breakfast club, diner's/luncheon club, meals on wheels (hot food delivery), meals on wheels (frozen food), nutrition classes and the food bank. Of the older adults who reported using food services, the largest proportion was from Battersea at 27% (Figure 18). Over half of the participants from Battersea reported food service usage (Figure 19). Of the food service options, the most common was Diner's Club, followed by hot meals on wheels and frozen meals on wheels options (Figure 20).

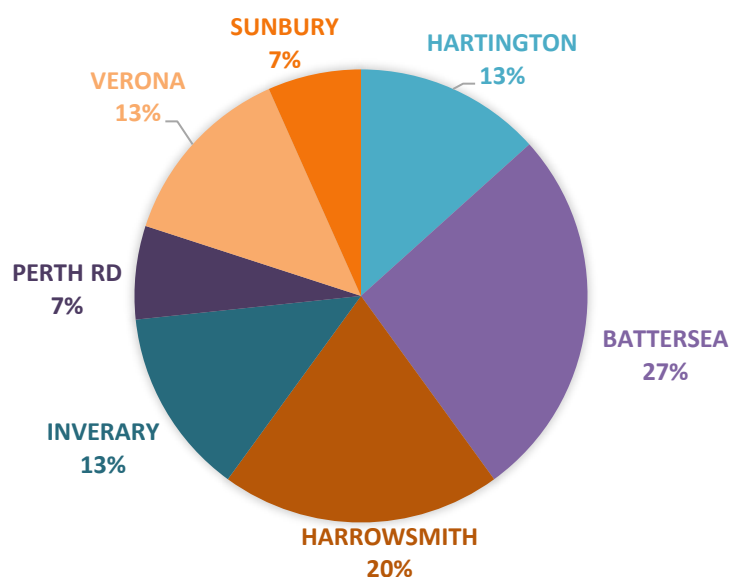


Figure 18 The percent of survey respondents that were from each community within or just beyond South Frontenac Township that reported using Food Services.

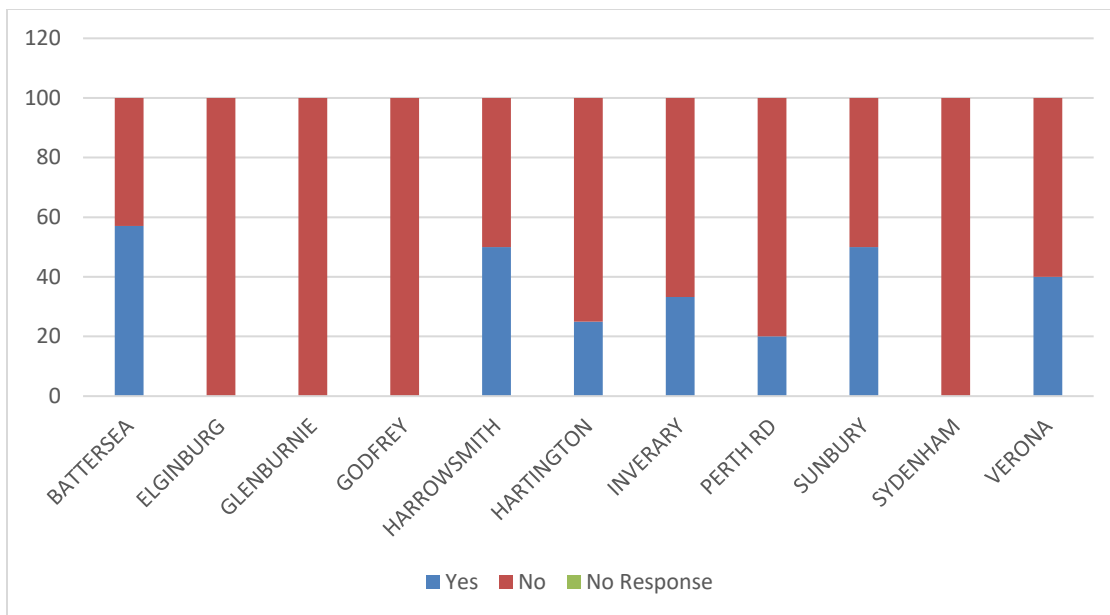


Figure 19 The percent of survey respondents from each community within or just beyond South Frontenac Township that reported “yes”, “no” or gave no response to the question: “Do you currently utilize Food Services?”

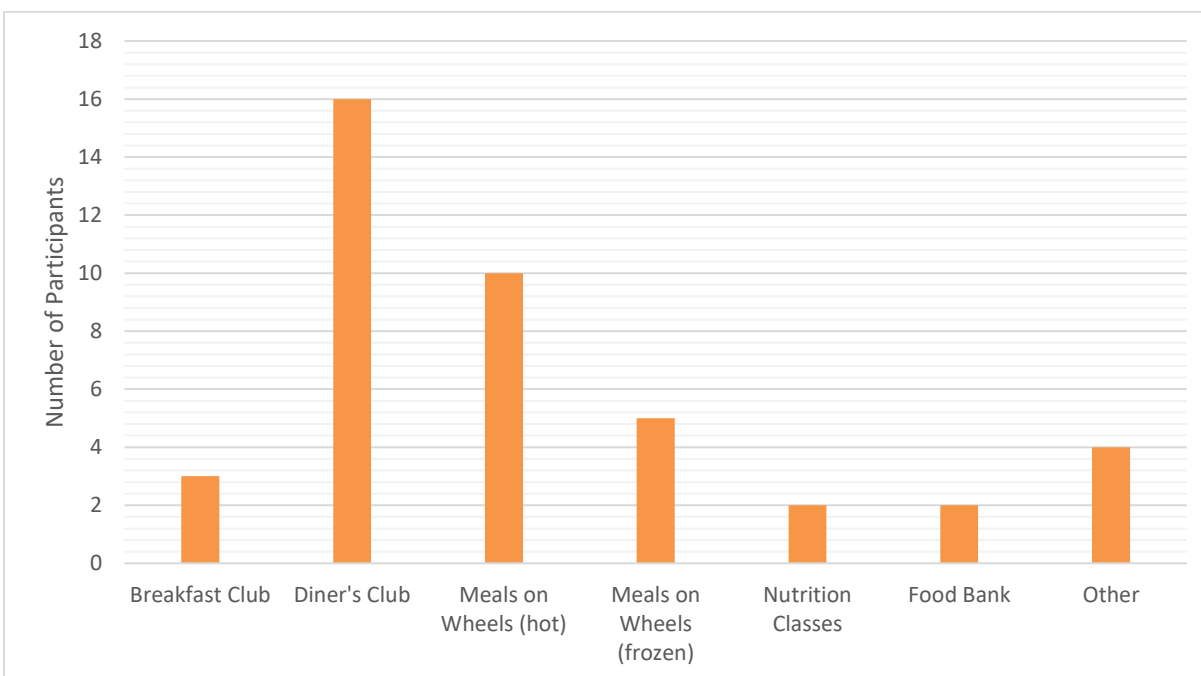


Figure 20 The number of survey respondents who reported using each food service option.

Transportation Services

The average age of transportation services users surveyed was 73.2 years old. Respondents were also asked how often they used transportation services. Of the older adults who reported using transportation services, the largest proportion was from Sydenham at 34% (Figure 21). Inverary and Sunbury had the highest rates of transportation usage (Figure 22). Most respondents who reported transportation service use only used it rarely (Figure 23).

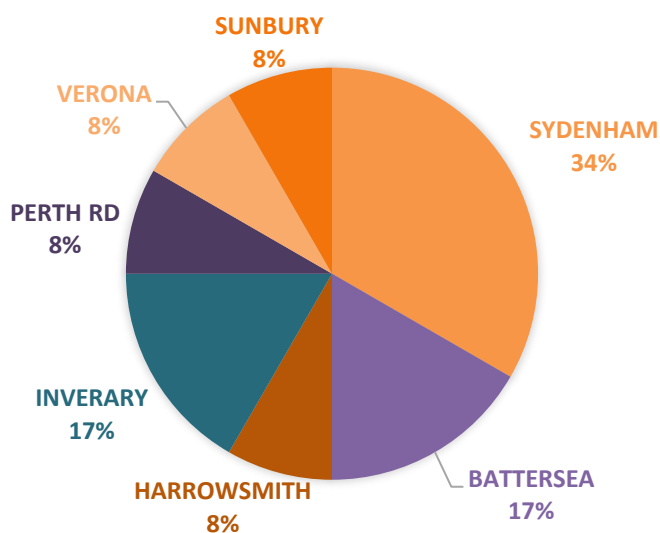


Figure 21 The percentage of survey respondents that were from each community within or just beyond South Frontenac Township that reported using Transportation Services.

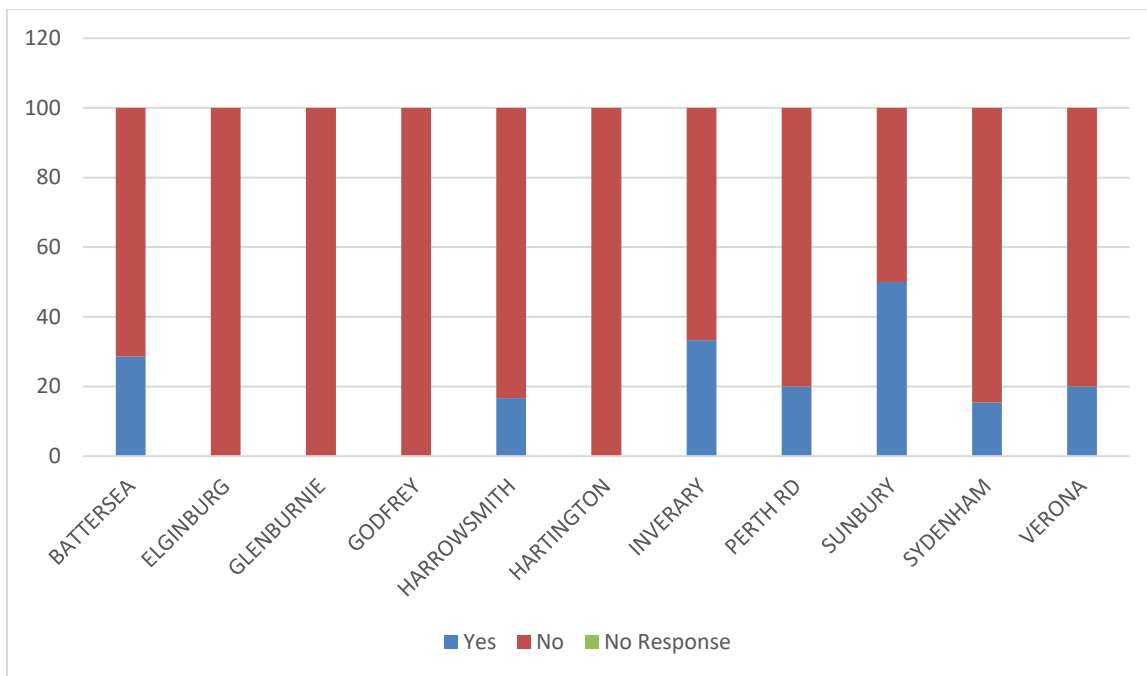


Figure 22 The percent of survey respondents from each community within or just beyond South Frontenac Township that reported “yes”, “no” or gave no response to the question: “Do you currently utilize Transportation Services?”

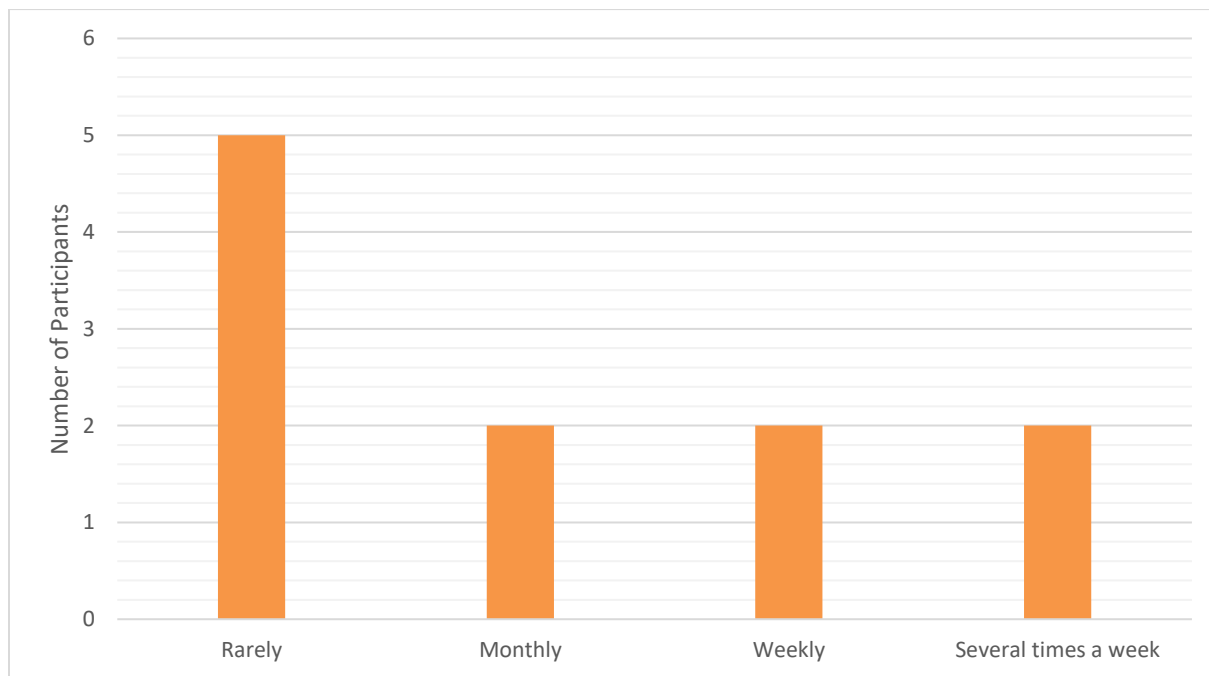


Figure 23 The number of survey respondents who reported using each transportation services at each usage frequency.

Housing Services

The average age of housing services users surveyed was 69.7 years old. Services included in the survey were: rent geared to income, homelessness prevention services, homeless shelter, affordable housing information, home safety information and living alone support. Of the older adults who reported using housing services, usage was tied between Sydenham, Verona, and Battersea (Figure 24). A large proportion of Verona respondents used housing compared to other communities (Figure 25). Rent geared to income and living alone support were the only two housing supports named on the survey to be reported, with several respondents selecting “other” (Figure 26).

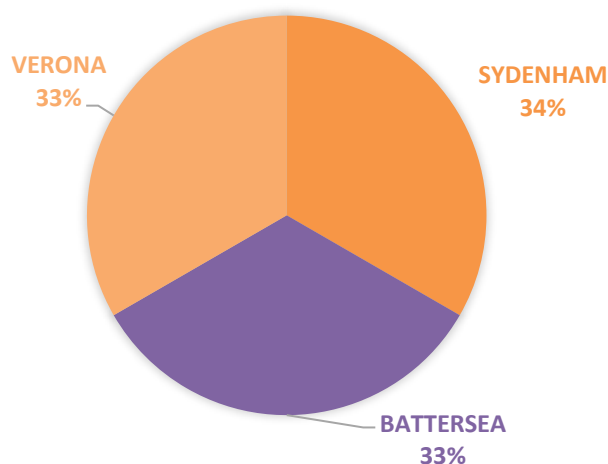


Figure 24 The percent of survey respondents that were from each community within or just beyond South Frontenac Township that reported using Housing Services.

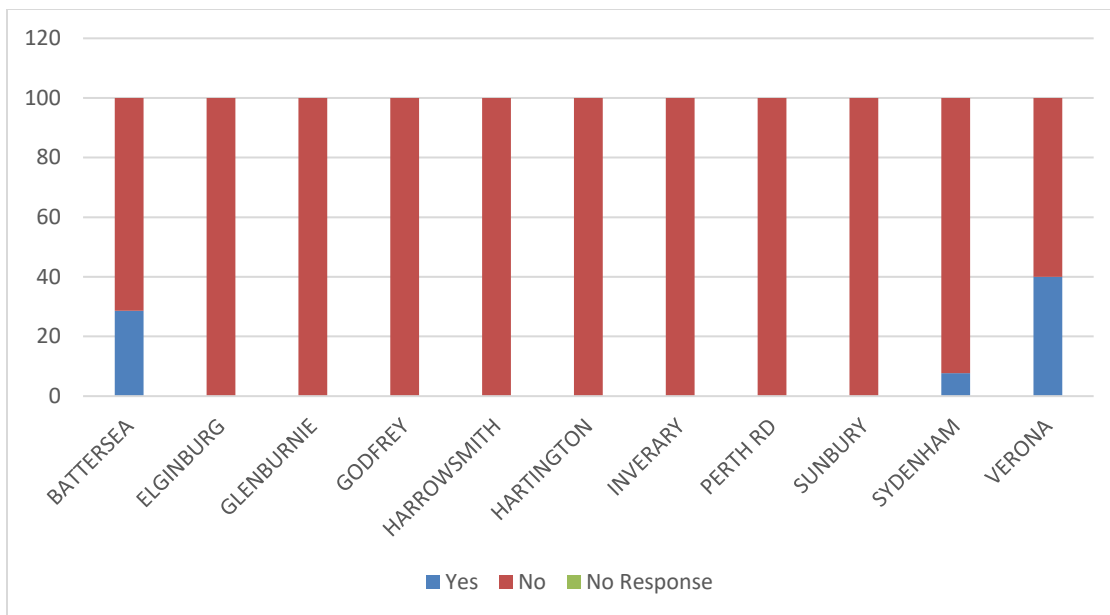


Figure 25 The percent of survey respondents from each community within or just beyond South Frontenac Township that reported “yes”, “no” or gave no response to the question: “Do you currently utilize Housing Services?”

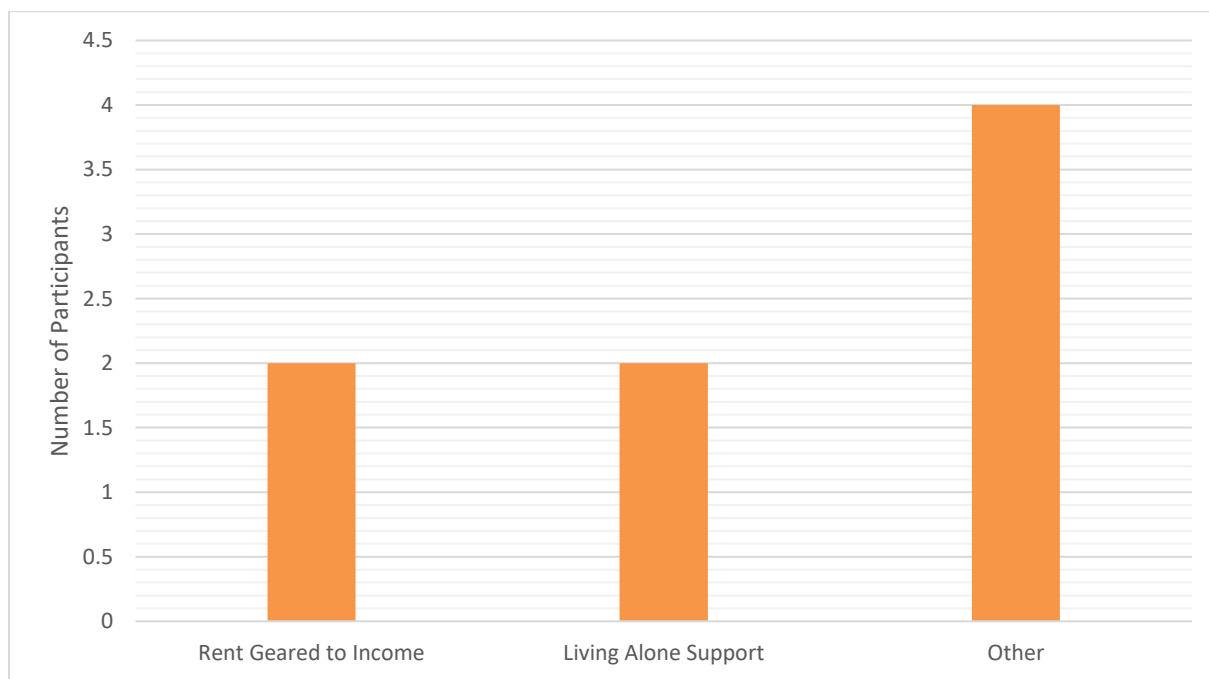


Figure 26 The number of survey respondents who reported using each housing service option.

Vulnerability Analysis

Expressed Need Based on Age

The survey responses demonstrated a change in expressed need due to age. Age was tested against how often resident left their homes ($F=4.532$, $p<0.0001$), whether they had enough to eat ($F=9.30$, $p<0.0001$), and whether they could afford housing payments ($F=13.03$, $p<0.0001$). In all three cases, age significantly impacted responses.

Expressed Need by Income

Expressed Need by Income

Income had a significant impact on how often the survey respondents reported leaving their home ($F=7.427$, $p<0.0001$). Income also had a significant impact on whether older adults had enough food to eat ($F=5.70$, $p<0.0001$) and whether they were able to afford their housing payments ($F=3.816$, $p<0.001$).

Expressed Need by Isolating Factors

Most participants had access to a personal vehicle (79.5%), but those who did not had slightly lower rates of visiting their family doctor (Figure 27), and significantly higher rates of visiting the emergency department ($F=3.28$, $p<0.003$, Figure 28). Those without access to a personal vehicle had lower usage of library and physical recreation services ($F=6.92$, $p<0.002$, Figure 29; 30), and were more likely not to have enough to eat compared to those with a personal vehicle ($F=3.686$, $p<0.03$, Figure 31).

Mobility also influenced expressed need. Reduced mobility significantly decreased older adults leaving home ($F=4.425$, $p<0.007$). Lack of mobility, however, was not significant in whether older adults had enough food to eat, and if they could afford their housing, ($F=0.81$, $p<0.949$; $F=1.15$, $p<0.337$).

Living with children or a spouse did not significantly increase the likelihood that an older adult would leave home daily ($F=0.785$, $p<0.46$) and living alone was not significant in explaining if an older adult had enough food to eat ($F=1.029$, $p<0.363$) or was able to make housing payments ($F=0.244$, $p<0.784$).

Respondents with Access to a Personal Vehicle

Respondents Without Access to a Personal Vehicle

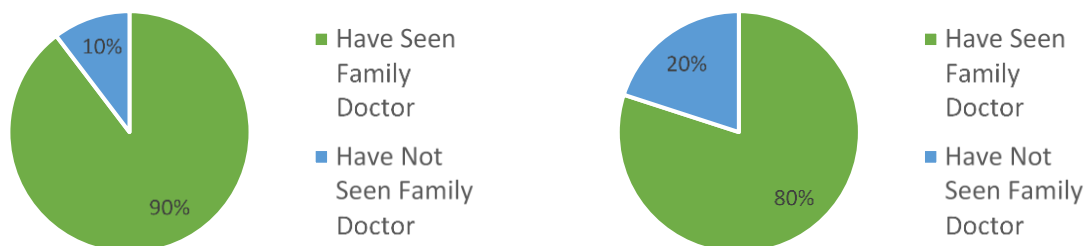


Figure 27 Percent of respondents with access to a personal vehicle who have and have not seen their Family Doctor in the past 12 months (left, n=58); compared to the percentage of respondents who do not have access to a personal vehicle (right, n=15).

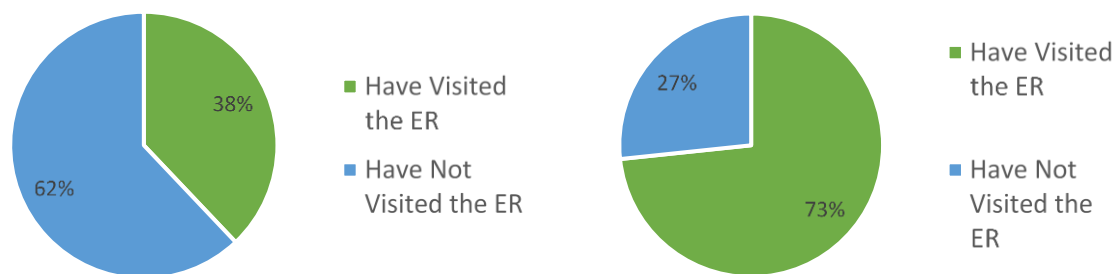


Figure 28 Percent of respondents with access to a personal vehicle who have and have not been to the Emergency Department in the past 12 months (left, n=58); compared to the percentage of respondents who do not have access to a personal vehicle (right, n=15).

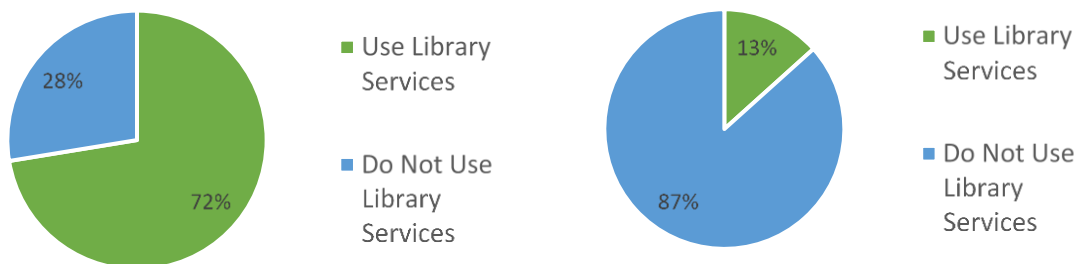


Figure 29 Percentage of respondents with access to a personal vehicle who do or do not use Library Services in the past 12 months (left, n=58); compared to the percentage of respondents who do not have access to a personal vehicle (right, n=15).

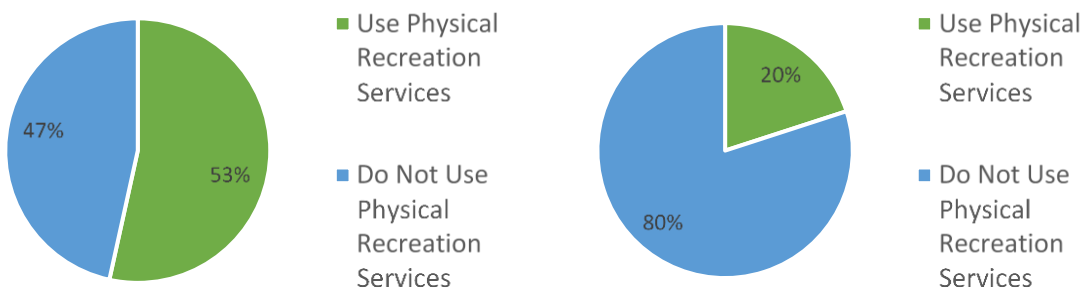


Figure 30 Percentage of respondents with access to a personal vehicle who do or do not use Physical Recreation Services in the past 12 months (left, n=58); compared to the percentage of respondents who do not have access to a personal vehicle (right, n=15).

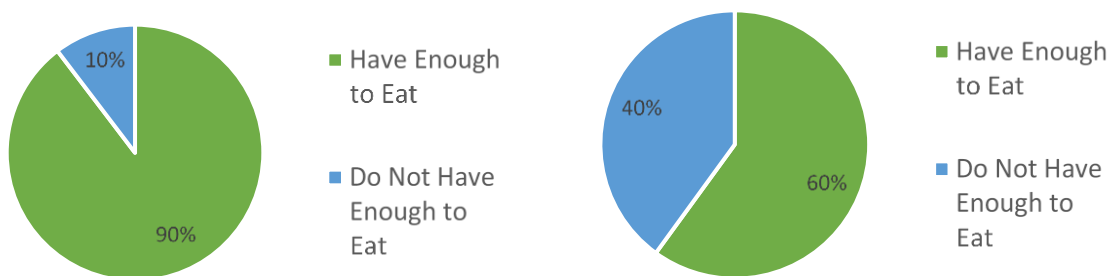


Figure 31. Percentage of respondents with access to a personal vehicle who reported having or not having enough to eat in the past 12 months (left, n=58); compared to the percentage of respondents who do not have access to a personal vehicle (right, n=15).

Interview Results

Of the interview participants, 11 were female (68.7%) and 5 were male (31.3 %). The average age was slightly older than the survey participants at 73.8 years old. Four required the use of a mobility device, and three required transportation services.

There were three main themes that developed throughout the interviews:

- 1) As an aspiration goal, older adults had the desire to age in their community,
- 2) As a realistic view, older adults questioned whether it would be possible
- 3) Older adults felt transportation and funding were the largest barriers to accessing services

These themes were discussed at least once by each participant, despite varying gender, age, and socio-economic status. Other themes that were common in the interviews included volunteer work, awareness about services, an increase in programming in trades/skills, and the desire for a centralized information dissemination centre that older adults could contact to learn about all available services in their area.

Desire to Age-in-Place

Most interviewees wished to remain in their homes in their rural communities. Many alluded to social ties and nearby family as reasons to stay, while others felt the city was too busy for their lifestyle. Many were steadfast that they would remain at home, even if that meant reduced access to services. They enjoyed the peace of rural living as one participant described:

“Absolutely I have a desire to stay where I am. I live on a lake, and because of conservation areas no one can live around me. It’s wonderful. I have no desire to go anywhere.”

This attitude was reflected in several interview responses, especially in regard to the connection to the outdoors. Some interviewees felt moving into the city to be closer to resources would diminish a part of their identity:

“Yes, I will stay. I built my own house, have a huge amount of land... I was always outdoors throughout my life, I taught canoeing. I want to stay; the city has nothing for me.”

Many felt that the social networks they had formed will help them navigate challenges to service access. Others said they will probably rely on family members, whether it might be a

spouse, sibling or their child(ren) to supplement the services they can obtain. One interviewee spoke of how his sister had helped their father with accessing services:

“My Dad still lives here, 93 and lives alone in the country. What does he need? He gets my sister to help – without her he would need someone to come to his house daily. Meals on wheels, someone to help with insulin, cleaning.”

While the majority of the older adults wished to stay in their homes while they aged, several of the interviewees expressed a desire to move into Kingston. One respondent, who is unable to drive, noted that at least in town she would have access to public transportation to reach services. She mentioned how having no family in the area made her incredibly lonely, and that the only reason she remained in the study area is that she cannot afford to pay for a private room, so she must wait for a subsidized one to become available. Another participant commented on winter driving conditions becoming more treacherous each year, and that while they did not think the move would be immediate, they planned on moving into the city within the next 10 years.

Most participants recognized that remaining at home would eventually require community support but were unsure as to the exact supports they would need. About half of the interviewees were currently utilizing services. The services being used ranged from social coffees and exercise programs to full respite and adult day programs. Transportation was the most common service interviewees thought they would need, especially during harsh winter months. Many interviewees also mentioned help with housework and maintenance, as well as food services.

In terms of finding services, those already participating in community services came to learn about them in a variety of ways. The local paper, church, lake association and word-of-mouth recommendations were all mentioned when asked about how interviewees learned about services. Some of those not involved in services expressed uncertainty about what programs were available and suggested that having a phone line or guide created for rural older adults can assist those currently not connected with services. One interviewee mentioned how understanding what services fall within different organizations can be daunting, especially for rural residents. He felt part of the solution was in awareness:

“Communication of available services [is a step organizations could take to improve access]. A centralized area of information disseminations – or something like that. Sometimes social services are under different governments, so knowing the full range of what is available and keeping everyone involved connected. The challenge is in spreading information in rural areas.”

Many interviewees felt that safely aging-in-place would only be possible with strong local connections. Many of those currently using services had learned of them from neighbours or friends or local organizations such as churches, highlighting the importance of community

connections. Several of the interviewees regularly volunteer providing services to others, while others stay involved through church and community groups. Those who wished to stay and age in place were more likely to mention being involved in local groups and felt more confident they would be able to acquire services than those who planned on moving to the city.

Many of the interviewees expressed a desire for more physically-active community programs. Suggestions including swimming programming, walking or hiking groups, and more fitness programs. Several of the male interviewees also discussed a desire for more trades-based programming, such as woodworking or landscaping classes.

Transportation Concerns

The most common concern from interview participants was the lack of transportation in the study area. All the participants commented on how driving was the primary mode of transportation to services, either by driving themselves or having a significant other or family member drive them. Several of those who drove themselves stated their fear of becoming isolated once they were no longer able to operate a vehicle. Those who did not have access to their own vehicle said that they felt isolated:

“Transportation is difficult, I can’t walk to the Grace [Centre] and the guy that used to drive me won’t take me anymore. I’m stuck.”

Those who were still able to drive were concerned about winter weather impeding their ability to get services. Two also expressed concern at getting proper nursing or health care services at their homes should they require it, with one providing their experience after having surgery:

“I’ve fought with homecare to get services. Commonly get CCAC telling me what they can’t do. Not being responsive to needs. It’s not easy to get into Kingston for services, especially for physiotherapy when you’re not mobile. They didn’t want to send someone out. I had to be an advocate for myself. Advocate for rural populations and help those who don’t know what they deserve or are entitled to fight for it.”

Other interviewees discussed transportation as an additional financial barrier to services – that while they may be able to afford a social or exercise program, they cannot afford a taxi to get there. Some commented on volunteer driving groups alleviating some of the pressure for other types of public transportation; however, there are sustainability issues with relying on a solely volunteer strategy. One interviewee recalled that her previous driver refused to transport her any longer after someone told the driver she had bed bugs. Another interviewee who used to volunteer as a driver to local older adults claims that she was removed from the driver’s list as someone complained about listening to gospel music in her car.

Funding Issues

After transportation, lack of funding was the most prevalent theme among participants. Many felt that local organizations couldn't meet the needs of older adults because they do not have adequate funding support to do so. Multiple interviewees mentioned that pensions are not enough to maintain quality of life for older adults, and one commented:

“My pension just isn't enough. I was never married, so it's just what I have. Anytime I do find a little bit more money, they adjust my RGI and there it goes.”

Others discussed how efforts to curb government spending always takes away from non-profits and other groups that often work to provide essential services.:

“More local government involvement is needed. I serve on a region committee and hear where councilors are making budget cuts, and I seem to hear where they're cutting is their charity funds first – a “do it yourself” attitude. They just made a cut to Southern Frontenac CS, they gave some money but not nearly what they need.”

Without proper funding, service providers are required to charge fees, which can bar low-income older adults from services they desperately need. The themes from the older adult participant interviews overlapped. The central theme of older adults wanting to age in place was consistent, and several older adults mentioned that rural elderly are resistant to accept help. The participant interviews had a theme of centralized information; a place where all available services within a region could be catalogued and connected to those in need of them.

Key Informant Interview

The main themes from the older adult interviews were also prevalent in the key informant interview. In particular, ideas surrounding awareness of what services were available and helping connect people in the community to each other were echoed in the interview with Southern Frontenac Community Services. The key informant interview also highlighted that some rural adults struggle to accept help. To some, receiving services requires one to admit that they can no longer sustain themselves completely on their own, and the organization feels that some struggle to admit to not being completely independent. Many older adults may be comfortable receiving care from a family member, but not want others in the community to know that they need help – especially men. According to the CEO:

“The challenge is getting people to admit they need help. A lot of seniors say ‘I don't need charity’ and don't realize it's not charity – it's a support to keep you happy, healthy, and at home.”

A key point from the organization interview was that awareness is a significant goal for improving access to rural senior services. In rural communities it can be difficult to know about options if you don't directly know those involved, and SFCS is aiming to expand local awareness to help engage older adults that are currently being left out. Unfortunately, it can be difficult to

gauge how successful any awareness campaign may be, as getting exact numbers of those who need services can be difficult. The interviewee suggests that rural communities should work together sharing information to help:

- 1) Create a measure to gauge how successful organizations are in engaging rural older adults
- 2) Create a centralized centre for services, so older adults only have to contact one spot to understand all the services available to them

This second recommendation parallels the request of several older adults who were interviewed. The desire to have one source of information on all services would simplify the researching of available services and could prevent older adults in need from becoming overwhelmed between differing providers.

Conclusions

For the older adult population, access to appropriate and affordable services is essential for maintaining quality of life. As life expectancy continues to increase, the amount of time care is needed has followed this trend, resulting in higher resource consumption much later in life. As people tend to consume the greatest amount of healthcare dollars in the final six months of their life, strategies must be developed for the aging population and the drain that their service needs will place on the system (Ministry of Seniors' Affairs 2017). Such strategies must strike a delicate balance between the physical, mental, and emotional needs of the growing older adult population and the financial realities of the province and country. A potential solution for this impending crisis is the aging-in-place movement, keeping older adults in their homes receiving community or in-house services for as long as possible. Promoted as a cost-effective approach to providing individualized care, the idea is favoured among older adults who yearn to feel independent and in control of their lifestyles.

As older adults age, the desire to remain in their homes is easily understood. Home is where they are familiar, often situated near family and friends within the community where they feel they belong. This sense of belonging is beneficial to mental health, and the thoughts of leaving their communities for a retirement home can be daunting. Paired with testimonies of nursing home abuse and lack of hygiene, it is easy to see why many older adults are against the move into residential care homes. But the truth is that remaining in their own homes will require proper planning and access to support and community services. The cost of home ownership is substantial, especially in Canada. With retirement savings and pensions dwindling to new lows (Schroders 2018), many older adults are finding services – or the ability to get to services – unaffordable. These challenges are then further exacerbated by social determinants such as income, frailty, education, and rurality (Vafaei et al. 2010).

Rural populations tend to be at greater health risks than urban populations (Lee & Vouchilas 2016). This phenomenon can compound with age, resulting in an older adult population with greater morbidity and living with more chronic conditions (Boutayeb & Boutayeb 2005). While service hubs such as “Seniors’ Centres” have been developed in cities, rural older adults’ are often left behind with a lack of funding, available infrastructure, and isolation creating barriers to accessibility (Benefield & Holtzclaw 2014; Bascu et al. 2014).

Within the rural area of South Frontenac Township, SFCS is responsible for the implementation of community programming, including those for older adults. In this study, the services were categorized into eight different service types: health services, library services, physical recreation services, social clubs and services, food services, transportation services, and housing services. It is important to recognize that older adults who completed the survey and interviews were asked about all services they utilize, and not just those limited to SFCS.

The survey found that older adults in South Frontenac Township utilized health services the most. Library and physical recreation services were the second and third most accessed services – but the possession of a personal vehicle appears to be a key component of accessing these services, presenting a barrier to those who are unable or cannot afford to drive. Those who lacked a personal vehicle also demonstrated greater food insecurity and need for emergency healthcare. Income also played a role in expressed need, with decreasing income increasing the prevalence of older adults not having enough food to eat or fearing inability to make housing payments. Personal mobility – evaluated through the requirement of mobile aids such as walkers or wheelchairs – reduced how often older adults ventured out of their homes.

Age had a significant impact on expressed need or service use in this sample. Most service categories (health services, library services, etc.) had similar mean ages when user age was examined. Housing services had the youngest average user age at 69.7 years old, and food services the oldest at an average of 73.6 years old. The survey data supported the need for increased community services with age and most interviewees felt that they will need increasing care as they become older consistent with other studies that support this trend (Leach & Joseph 2011; Bascu et al. 2014; Ryser & Halseth 2012). Older adults were especially concerned about transportation and navigating services during winter months, a barrier to care more prevalent in the rural older adult population (Joseph et al. 2015).

Indigenous status did not impact expressed needs in this survey sample. Most respondents were white, with only 5.5% identifying as indigenous. This is an interesting conflict with previous research that indicates indigenous populations have higher levels of chronic conditions and poorer health outcomes (Wilson et al. 2010; Beulah-Beatty & Berdahl 2011). However; the sample size of indigenous members was small, which may account for the unusual trends. There is also not a reserve within the township boundaries, so survey participants who identified as indigenous would be providing an off-reserve perspective to services.

Compared to national, provincial, and health unit levels, expressed needs for food services was similar in South Frontenac Township. In conversations about service needs, many interviewees discussed transportation issues as their primary concern, which differs from national data that suggests older adults most desire assistance with housework (CCHS 2014). However, when predicting future service needs, more labour-intensive tasks such as landscaping and housework were often cited by interview participants, which reflects the data found from the CCHS. Funding issues were another main concern of interviewees and many mentioned that their parents relied on family and friends to care for them as they were unable to afford paying for services. These concerns are in line with the national, provincial, and health unit data around older adults relying on family caregivers.

Survey data indicates that in some communities older people are accessing services at higher rates than others, such as Verona's high use of housing services and Harrowsmith's high use of library services. It is difficult to tell if lower usage is due to distance to services or lack of

availability, as the survey did not include indications of why someone does or does not use a service.

An interesting outcome to the survey was library service use. Within South Frontenac Township there are three library branches – one in Sydenham, one between Sunbury and Battersea, and one in Hartington. Despite being very close to a library, Battersea respondents only reported that 14.3% used the library. The respondents of other communities close to branches reported much higher usage, and some respondents from communities farther from branches, such as Verona, reported up to 80% library usage. However; usage of library services in particular was significantly impacted by the access one has to a personal vehicle. This calls into question whether rural services, especially those available in only some of the smaller communities, are only sustainable with rural older adults who continue to drive.

Would centralizing services to the core of the rural region be of any benefit? With rural services often being volunteer driven, having a service move from the smaller community may lose volunteers who were previously involved. While having all services available central to the Township would benefit those close to this centre, perhaps Sydenham in the case of South Frontenac Township, this would leave older adults on the edges of the region farther from services than before. One way to combat these concerns would be to develop a network of reliable transportation within the community for each available service.

Southern Frontenac Community Services already uses volunteer drivers for several of its services; Diner's Club, Day Program, and Meals on Wheels. Expanding this form of transportation to cover all services would require intense recruitment and collaboration but might allow individuals who cannot drive the ability to access services that they could not before. As these participants often could not access services within their smaller community, centralizing at the core of the rural area would not provide a greater barrier to accessibility if it is coupled with a comprehensive transportation strategy.

The final option is the potential realization that senior services in rural communities are simply a stepping stone to relocation within an urban area that has greater access to services. As funding and population is typically greater in urban areas compared to rural, organizations have more diversity in their programming and the infrastructure to offer services to more people. Several of the interview respondents noted they planned to move into Kingston in the coming years, expecting their health to decline and their needs to be greater. However; most interviewees expressed a desire to remain living in their current rural community, citing their social connections and wish to be surrounded by nature. Several noted that part of aging in place included compromising on some services that are more readily available in the city – but at what point does compromising on services diminish quality of life beyond what is acceptable?

When determining services for rural older adults, the potential solutions to providing services are complex. Access to a personal vehicle was the most significant factor in the use of

services, and older adults were concerned that due to lack of funding, those who needed services the most would be unable to afford them. Awareness of available services and how to access them was a common theme among interviewees, with the suggestion of a centralized information centre for South Frontenac Township made several times. Such a facility would centralize information about all available services and providers and help direct older adults to the correct organization based on their needs. This recommendation is made on the premise of maintaining the service model as it currently functions, with smaller communities within the rural network providing services throughout the township. Communication among the communities should be supported through the development of an Older Adult Forum or Activity Group, allowing the volunteers and organizations (SFCS, retiree groups, church groups) to discuss their current services and how they can be better integrated into a comprehensive service network for South Frontenac Township.

Limitations

The survey sample was 74% female and 26% male, which diverges from the regional split of 51% male and 49% female. For the interviews, the ratio was 68.8 % female and 31.2% male, also skewed towards women. This means there may be expressed needs from older men that have not been given proper consideration. The age range for the project was from 61 years old to 86 years old; which leaves out a significant portion of the very old population 85 and over that may have unique needs compared to younger older adults.

With no participants identifying as a visible minority beyond the 5.5% Indigenous group, the impacts of cultural and language barriers could not be assessed. Eight survey respondents indicated that English was not their first language, but their results did not differ in a significant way from other older adults of the same gender. The Indigenous participants reported service use that was very similar to the South Frontenac average, but a small sample size makes it difficult to conclude whether they are being adequately considered in program development.

Despite efforts to reach as many older adults as possible, the sample may not reflect the most marginalized and isolated of older adults. Those who do not have internet access or do not leave their home regularly may not have had the opportunity to participate in the same capacity as more mobile older adults. Those who were less connected in the community may have also been disadvantaged from hearing about and accessing this study. The study only included 2% of the older adults within South Frontenac Township, with a large portion coming from the village of Sydenham, where the SFCS offices are located. This may have skewed the results of the survey towards the needs of the older adults residing in or near this specific smaller community.

Compared to the general population of South Frontenac Township, the sample group was more female, slightly less likely to live in a detached home (87.7% vs. 96%) and less likely to speak English as their first language (89% vs. 97.8%). The average household income for survey participants was \$54,988, lower than the average for South Frontenac Township at \$84,953.

This may be accounted for by a number of survey respondents being retired and no longer receiving employment income. Survey respondents held postsecondary degrees at a higher rate (65.8% compared to 56.8%) than the rest of South Frontenac Township, and the survey sample was also more likely to be married, divorced, or widowed compared to the general population.

These demographic differences between the survey sample and the rest of the population need to be considered when examining the results. The conclusions are based on a small subset of the older adults in South Frontenac Township that are more educated, more likely to be married, and do not include the perspective of individuals who are a part of a visible minority. The survey also did not report where the individuals used the senior services – whether they remained in their small community, travelled to services within a different smaller community, or used services in Kingston.

This project provides insight into aging from the perspective of older adults. When considering the question of whether rural communities can support aging, this perspective only provides a partial answer. As seen in previous literature, many services in rural communities rely on volunteer work. This was reflected in the interviews with some of the older adults, but an in-depth analysis of the volunteer perspective was not included. This gap makes it difficult to assess whether these communities can support the needs of rural older adults.

A final limitation would be the lack of government perspective in the study. While the Ontario Seniors Action Plan has been referenced, local officials within South Frontenac township were not consulted. This results in the lack of perspective from policy-makers and those who contribute funding towards programming for older adults. To determine whether rural communities can support the rural older adult population it would be important to study all the contributing parties – government, organizations, volunteers, and older adults – and how they work together to come to a comprehensive conclusion.

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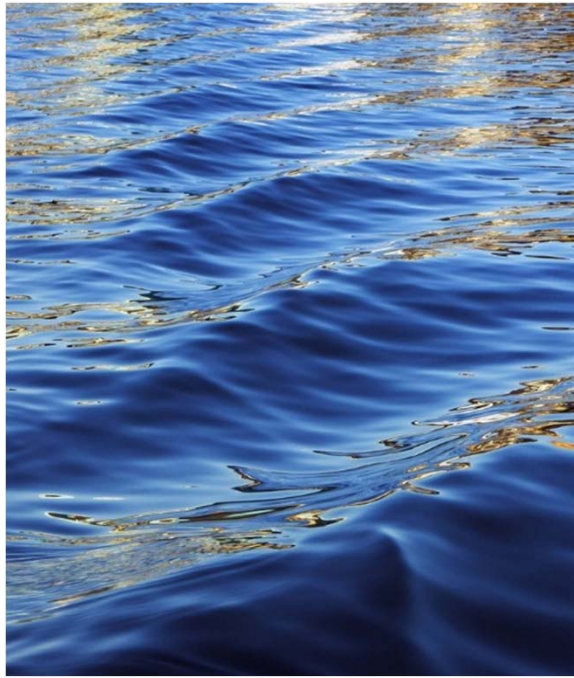
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FABN
A Case for Support



Frontenac Arch
Biosphere





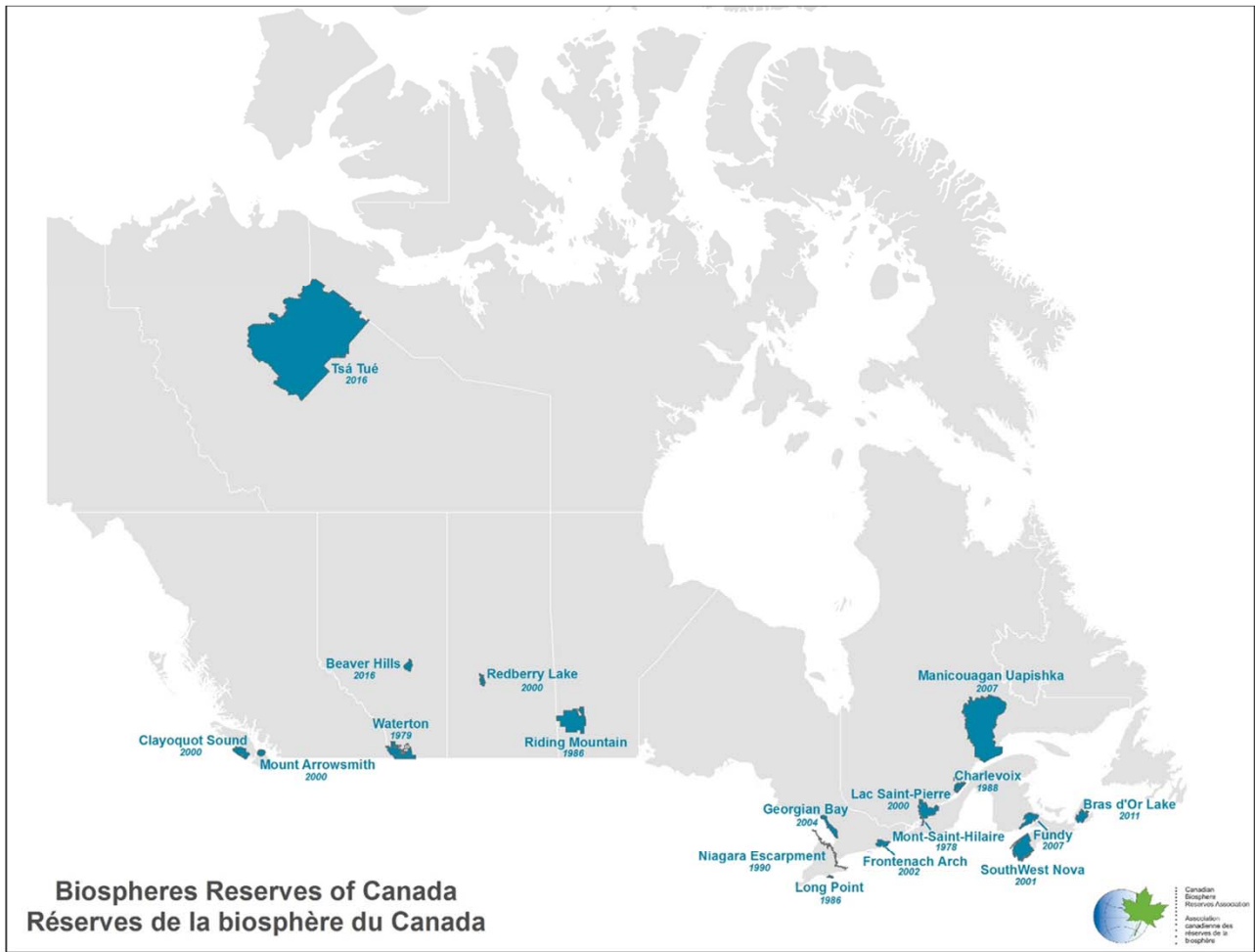
WHAT is the Biosphere



United Nations Educational, Scientific and Cultural Organization UNESCO

- UNESCO - International Recognition
- Community Nominated
- Unique Biogeography
- Sustainable Rural Economies and Vibrant Communities





Frontenac Arch Biosphere

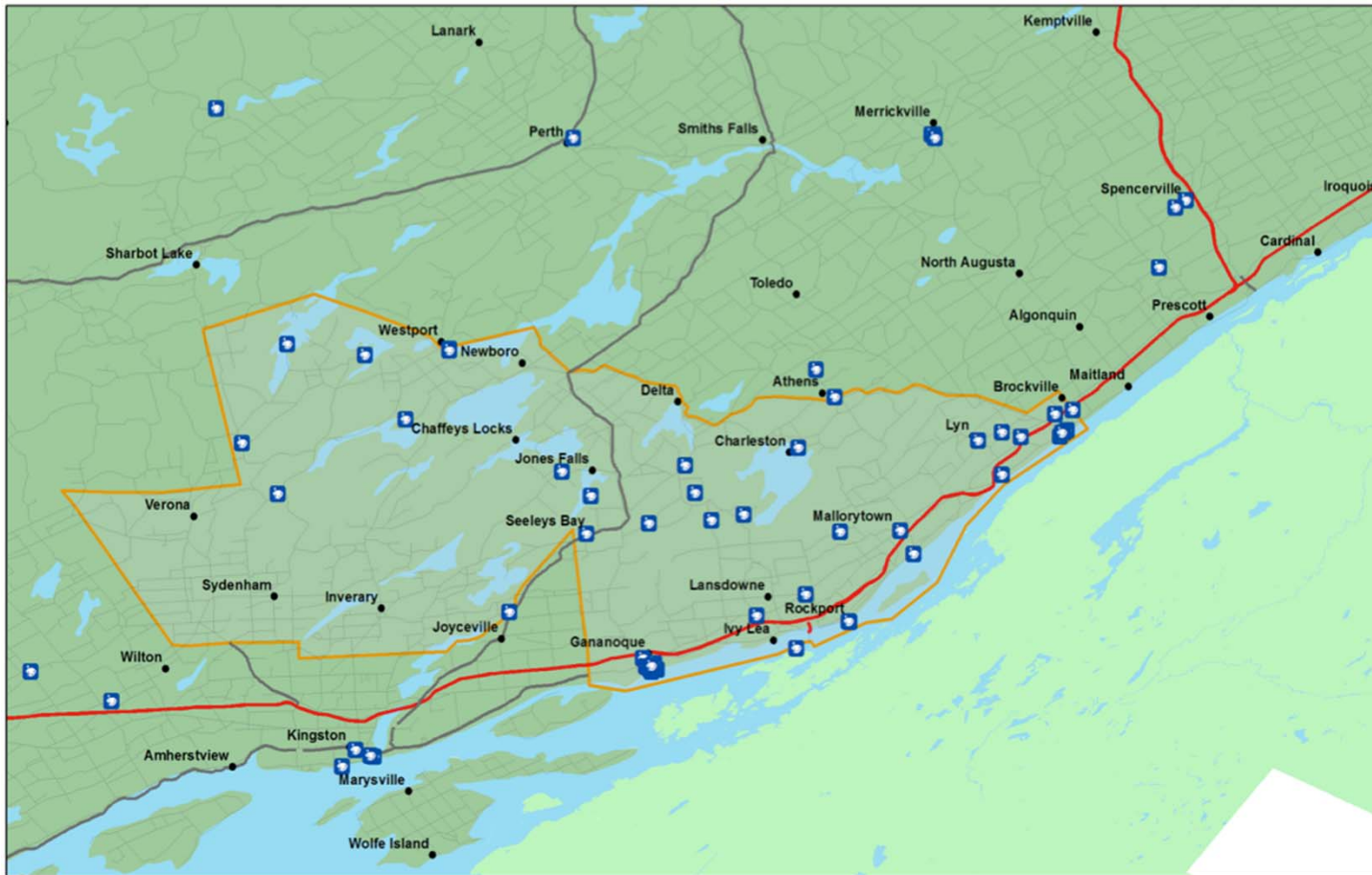
People and the Environment

The “Backbone of the Mother”

Kaniatararowanen:ne Tsitkawehno:ton



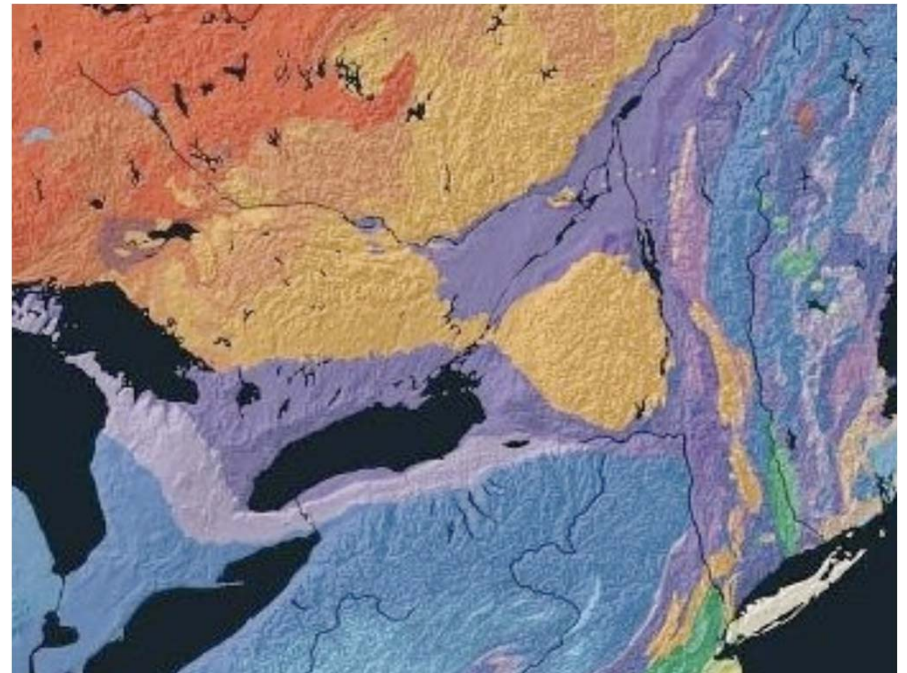
**Frontenac Arch
Biosphere**



Frontenac Arch Biosphere

Natural History of the Frontenac Arch

- The Frontenac Arch is an arch of granite from the Canadian Shield surrounded by limestone, sandstone and shale, that reaches past the St. Lawrence in to the Adirondacks.
- The biosphere region has influences from 3 out of 4 forest types in Ontario, hosting numerous species at risk, unique plant communities and is designated an Important Bird Area.



Frontenac Arch Biosphere Network

Vision

The Frontenac Arch Biosphere Network contributes to strengthening sustainable community development, celebrating the interconnectedness of nature, livelihood, wellbeing and culture, for this and future generations.

Mission

To implement the UNESCO Man and the Biosphere programme to improve relationships between people and their environments.





BENEFITS of a Biosphere



Biosphere Reserves

- Commitment to live and work together for sustainable future
- Practical approaches
- Community based
- Economic development based on sustainable practices
- Improve ecological and economic sustainability
- National and International Resources



Public Profile



Connection with Research at Queen's University

Every year the FABN partners with the School of Environmental Sciences at Queen's University.

The research produced by the students helps to inform the biosphere.



Community Benefits

Amazing Places in Canada

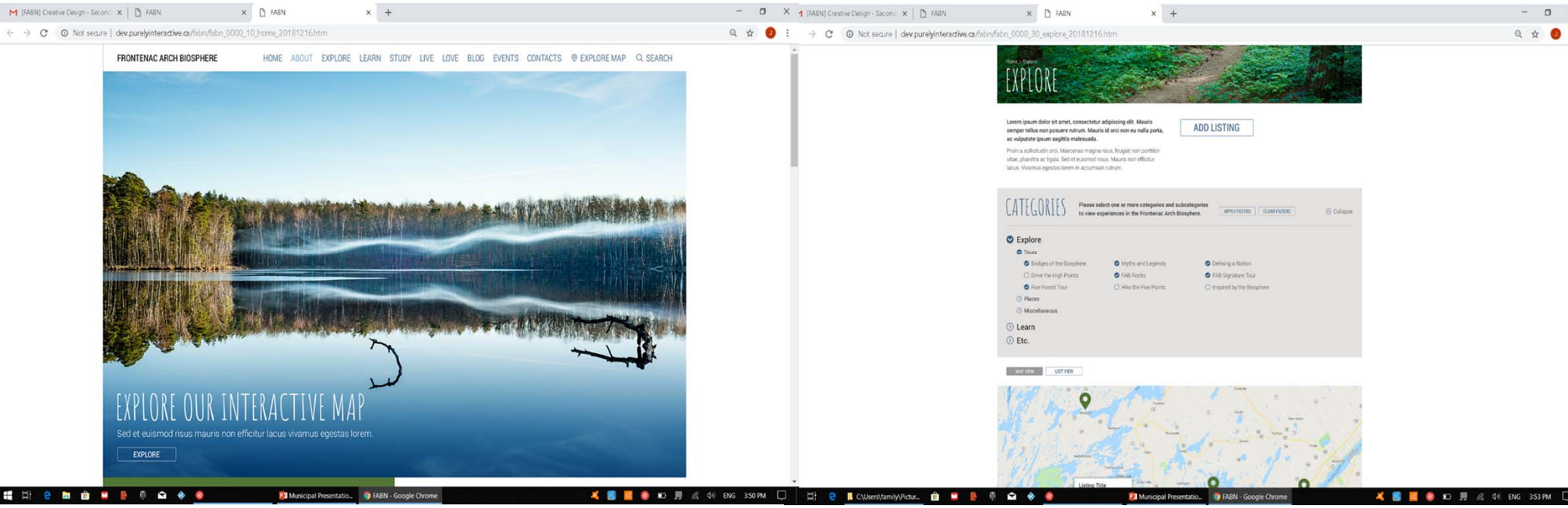


Family of Nature Camps

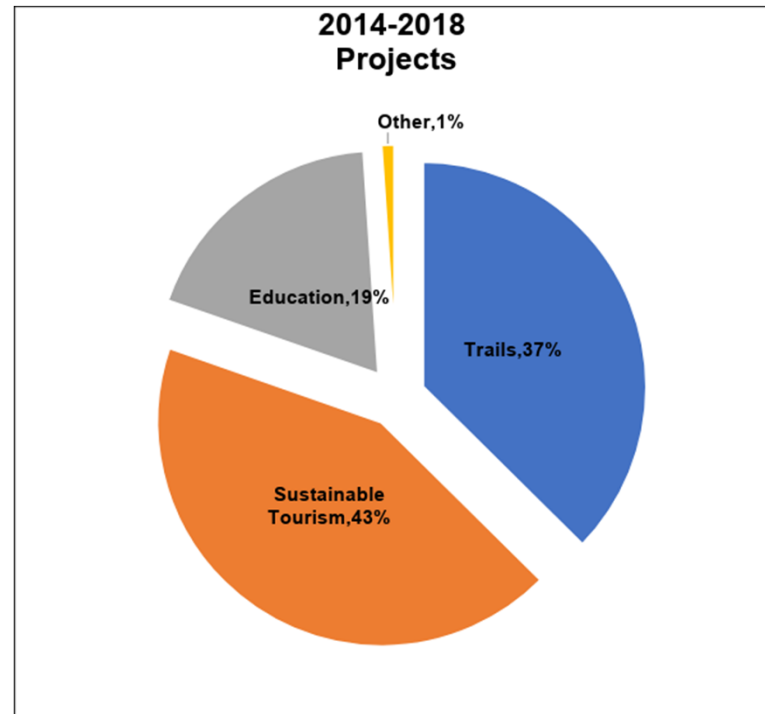
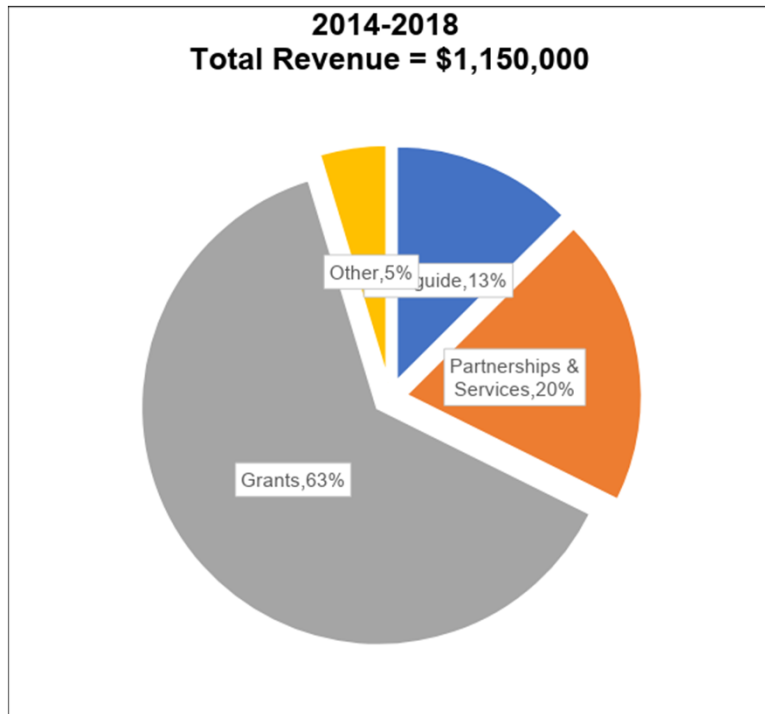


Frontenac Arch
Biosphere

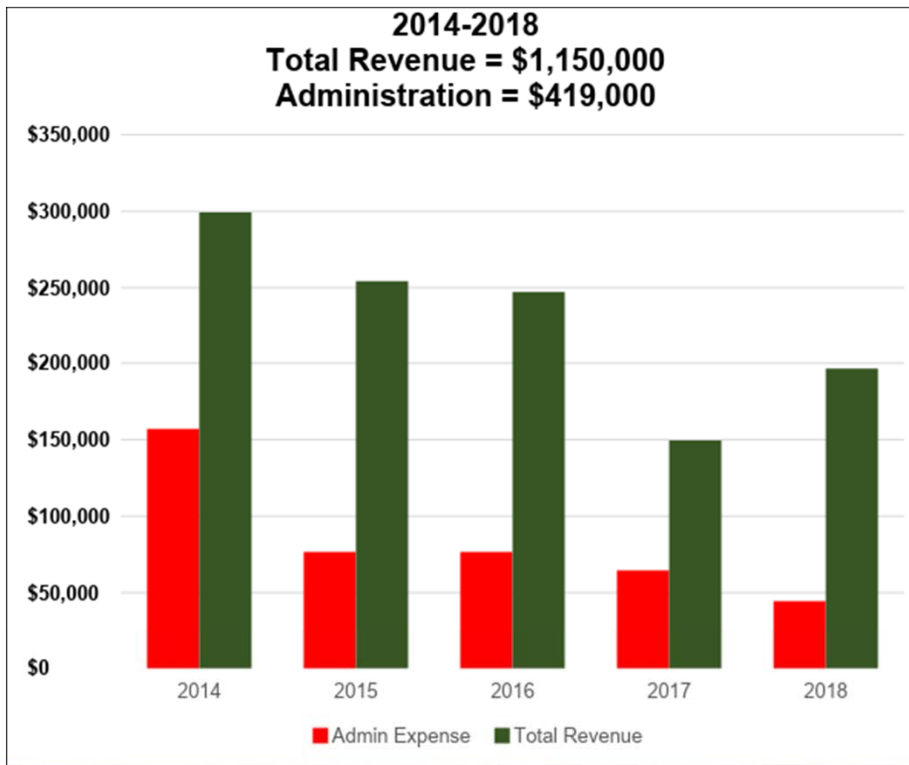
New Website




Quantifiable Benefits – Adding Value



Quantifiable Benefits – Leveraging Funds





HOW you can help the Biosphere



Frontenac Arch Biosphere – a not-for-profit

- Biospheres are nominated by communities.
- Carry no laws, power or authority.
- Non-government, community-led organizations.
- No ongoing financial support by Federal or provincial governments.



How Municipal Governments can help the Biosphere

- Partnering with the Biosphere
- Ongoing financial support for the biosphere
- Cross-committee participation
- Website linkages
- Project collaboration



Conclusion

- The UNESCO designation is **internationally** recognized and worth maintaining by all the communities that partake in the designation.
- We are asking the municipalities to consider how you can partner with the biosphere and help maintain the designation.



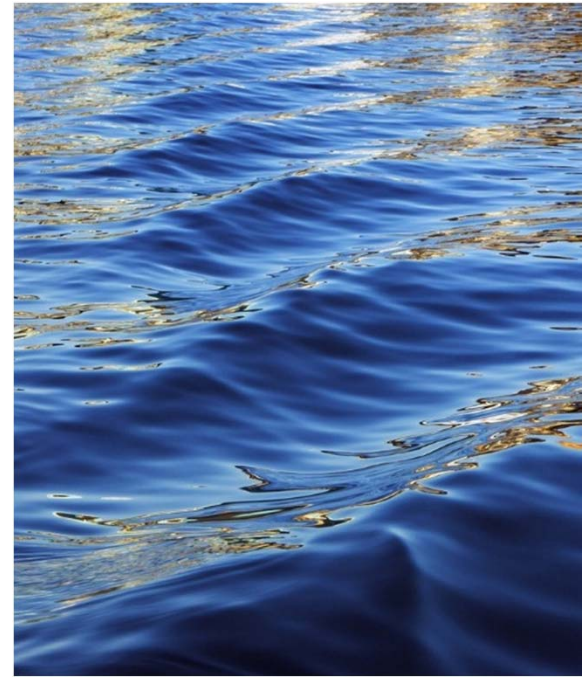
613-659-4824

info@fabn.ca

www.frontenacarchbiosphere.ca

<https://en.unesco.org/>

<https://www.canada.ca/en/services/environment/conservation/sustainability/federal-sustainable-development-strategy.html>



FABN



What is a Biosphere Reserve?

Biosphere reserves highlight special places where people and organizations have made a commitment to live and work together for a sustainable future by demonstrating practical approaches to conservation and sustainable development. Rural areas being a blend of people and nature are ideal locations to reconcile our economic and social behaviours while respecting nature and biodiversity.

The people living in these areas do not separate the protection of the environment with its use, and are discovering how to achieve a sustainable balance between conserving natural systems and biodiversity and fostering sound economic development.

The biosphere is composed of CORE areas which ensure complete protection, BUFFER areas which are managed and include some protection and light use, and the TRANSITION area where social and economic development take place.



What are the benefits of a biosphere?

Biosphere reserves seek to improve the ecological and economic sustainability and stability of a region by aligning common vision and goals.

Biosphere reserves provide a neutral voice to increase communication and cooperation.

Biosphere reserves can draw on the national and international community to relate positive actions and increase the public profile of the area.

Frontenac Arch Biosphere



What is the purpose of the biosphere?

The functions of a biosphere reserve are to contribute to CONSERVATION, allowing healthy ecosystems and genetic variation; fostering SUSTAINABLE DEVELOPMENT while maintaining economic, cultural and ecological integrity; and to help build LOCAL CAPACITY for research, education, and training activities related to the promotion of sustainable development and conservation.

By promoting CONSERVATION, biosphere reserves invite partners to undertake or sponsor research, training and demonstration activities.

By promoting SUSTAINABLE DEVELOPMENT, biosphere reserves address themes such as the economic needs of communities and the responsible use of natural resources. This includes opportunities for social and health services, the needs of youth, and the needs of Indigenous people.

By ENGAGING the COMMUNITY, biosphere reserves seek partnerships to expand the scope of activities to improve people's relationship with the environment by providing a neutral forum to address sometimes conflicting interests and pressures, and to share solutions.



Who do Biosphere Reserves report to?

UNESCO is the United Nations Educational, Scientific and Cultural organization. It seeks to build peace through international cooperation in Education, the Sciences and Culture.

UNESCO's programs contribute to the achievement of the Sustainable Development Goals defined in Agenda 2030, adopted by the UN General Assembly in 2015.

UNESCO World Biosphere Reserves pledge to protect their globally significant natural and cultural heritage through promoting sustainable development.

FABN



Our Vision and Mission

Vision

The Frontenac Arch Biosphere Network has contributed to strengthening sustainable community development, celebrating the interconnectedness of nature, livelihood, wellbeing and culture, for this and future generations.

Mission

To implement the UNESCO Man and the Biosphere programme to improve the relationships between people and their environments.



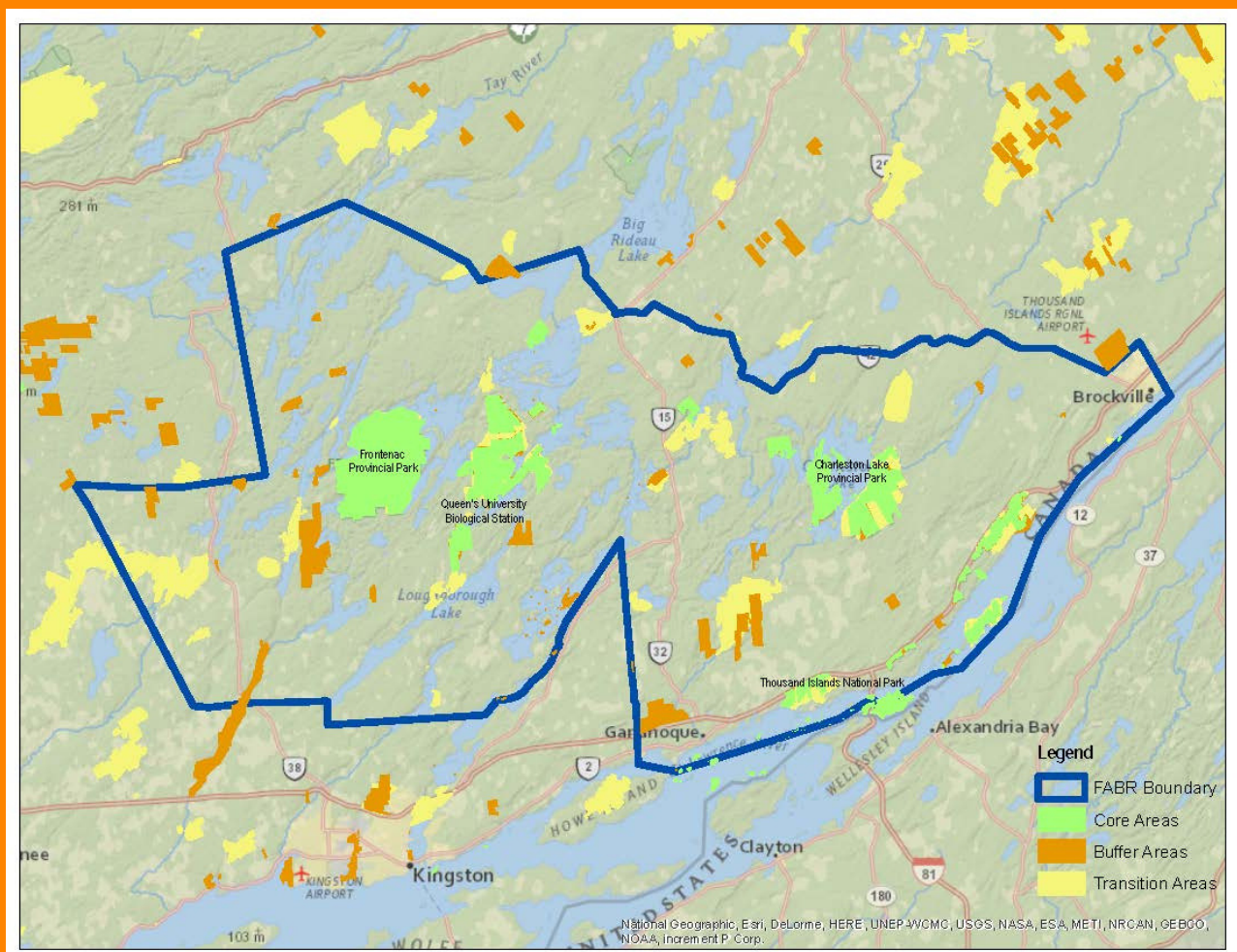
Your Support

By supporting the biosphere, you are contributing to the overall worth and public profile of the area. Biospheres are nominated by the community, not by UNESCO, and carry no laws, powers or authority. Biospheres work to accomplish the mission of improving sustainable development by raising money and seeking volunteer involvement from the community.

The support of organizations is needed to implement pilot projects, increase information sharing, and increase community interest in the biosphere reserve.



Where is the Frontenac Arch Biosphere Reserve?





Projects and Partnerships

- Amazing Places partners with municipalities and national Canadian Biospheres in social sustainable development increasing resident and tourist interest.
<http://visitamazingplaces.ca/amazing/>
- FABN Family of Nature Camps partners with municipalities to bring children in contact with their environment and to foster an appreciation of conservation.
- Lessons in a Backpack partners with local schools to bring the biosphere to children, and educate for the environment.
- FAB Experiences partners with businesses, municipalities, Parks, heritage sites to foster economic development that is socially sustainable.
- In 2018, the G7 Tree Planting brought forestry, municipal, and national biospheres together to promote conservation and mitigate climate change.
- FABN partnered with Canadian Wildlife Federation as one of 35 other organizations to conduct a BioBlitz. The event encourages conservation science, data sharing, and education.
<https://inaturalist.ca>
- All Trails Lead to Destinations, a biosphere trails council was formed and partnerships with A2A, municipalities, and Parks were developed to create a cohesive network of regional trails as a destination for residents and visitors, lending to economic development that is socially sustainable and culturally appropriate.



The Goose Story

by Dr. Harry Clarke Noyes

ARCS NEWS, Vol. 7, No. 1, January 1992

Next
fall, when
you see Geese
heading South for
the Winter, flying along
in V formation, you might
consider what science has dis-
covered as to why they fly that way:
as each bird flaps its wings, it creates an
uplift for the bird immediately following. By
flying in V formation the whole flock adds at least 71% greater flying range than if each bird flew on its own.

People who share a common direction and sense of community can get where they are going more quickly and easily because they are traveling on the thrust of one another.

When
a goose falls
out of formation,
it suddenly feels the drag
and resistance of trying to go it alone
and quickly gets back into formation to take advantage of the lifting power of the bird in front.

***If we have as much sense as a goose,
we will stay in formation
with those who are headed the same way we are.***

When
the Head Goose
gets tired, it rotates back
in the wing and another goose flies point.

It is sensible to take turns doing demanding jobs with people or with geese flying South.

Geese
honk from behind to
encourage those up front to keep up their speed.

What do we say when we honk from behind?

Finally,
and this is important,
when a goose gets sick, or is
wounded by gunshots and falls out
of formation, two other geese fall out with that
goose and follow it down to lend help and protection.
They stay with the fallen goose until it is able to fly, or until
it dies. Only then do they launch out on their own, or with another formation to catch up with their group.

IF WE HAVE THE SENSE OF A GOOSE, WE WILL STAND BY EACH OTHER LIKE THAT.



REPORT TO COUNCIL DEVELOPMENT SERVICES DEPARTMENT



AGENDA DATE January 15, 2019

SUBJECT: Terms of Reference for the
 South Frontenac Committee of Adjustment

RECOMMENDATION:

That Council adopt the attached Terms of Reference for the South Frontenac Committee Adjustment.

BACKGROUND:

The Director of Development Services brought a report to the December 18th Council Meeting outlining options for the composition of the South Frontenac Committee of Adjustment.

The report presented on December 18th, 2018 noted that the current Committee of Adjustment does not have a terms of reference. Council directed the Director of Development Services to prepare a terms of reference for the Committee of Adjustment.

The adopted Terms of Reference will be provided to and reviewed with the members of the newly appointed South Frontenac Committee of Adjustment as part of the Committee training.

The Director of Development Services is working with the Manager of Planning and Development with Frontenac County to deliver training to the Committee of Adjustment. A joint training session has been scheduled for the Committee of Adjustment members from each of the four Townships in Frontenac County on January 31st. More details will be provided

FINANCIAL/STAFFING IMPLICATIONS:

Both Council member and citizen members receive mileage and a per diem for attending meetings and site inspections.

ATTACHMENTS:

Attachment 1 – South Frontenac Terms of Reference for Committee of Adjustment

Prepared/Submitted by: Claire Dodds, Director of Development Services

**TERMS OF REFERENCE
SOUTH FRONTENAC COMMITTEE OF ADJUSTMENT**

This document shall constitute the terms of the reference for the Township of South Frontenac Committee of Adjustment.

Committee of Adjustment is a quasi-judicial body with authority delegated to it by the Township of South Frontenac, under the provisions of the Ontario Planning Act, to hold public hearings to make decisions on applications for:

- Minor variances and alterations in legal non-conforming uses
- Consents (severances)

OPERATION

The Committee of Adjustment considers and may authorize minor variances from the zoning by-law, review and permit extensions and enlargements to legal non-conforming uses and can grant consent for severances. These decisions are made considering the following:

1. Applications for Minor Variances where a requirement of a Zoning Bylaw cannot be met under Sections 44 and 45 of the *Planning Act*; consider the following “four tests”:
 - Whether the variance is minor;
 - Whether the variance is desirable for the appropriate development or use of the land;
 - Whether the general intent and purpose of the Zoning By-law is maintained; and
 - Whether the general intent and purpose of the Official Plan is maintained.
2. Applications for permission, which deal with the enlargement or extension of a building or structure that is legally non-conforming or for a change in non-conforming use:
 - Extension of a non-conforming use does not need to comply with the four tests.
3. Applications for Consent to Sever a property or for any agreement, mortgage or lease that extends for more than 21 years under Section 53 of the *Planning Act*:
 - Must have regard to the same matters as for a Plan of Subdivision when considering an Application for Consent (s.51(24));
 - Committee may impose conditions to the approval of a severance.
4. Applications for Validation of Title and Power of Sale;
5. Having regard to Provincial Policy Statements (PPS), the County of Frontenac Official Plan and the South Frontenac Official Plan and Zoning By-law.
6. The Committee shall follow the Township of South Frontenac Procedural By-Law (By-Law 2017-76 Being a By-Law to Provide for Governing the Proceedings of the Council, the Conduct Of Members and the Calling of Meetings, or any subsequent Procedural By-law)

A ‘notice of the decision’ is circulated following the meeting and all Committee of Adjustment decisions made under the Planning Act are subject to appeal to the Local Planning Appeal Tribunal. The Committee must also satisfy requirements concerning notice, public hearings, notice of decisions and recording of proceedings.

TERMS OF REFERENCE SOUTH FRONTENAC COMMITTEE OF ADJUSTMENT

HEARINGS

The goal of the Committee of Adjustment is to provide for and conduct a fair hearing by:

- Allowing anyone wishing to speak to an application an opportunity to do so.
- Giving due diligence to the consideration of each application.
- Openly having all discussions about each application and making all decisions in public at the hearing.
- Making rational decisions with appropriate, well-thought-out conditions.
- Clearly stating the reasons for their decisions.

MEETING SCHEDULE & LOCATION

- Committee of Adjustment public hearings are scheduled to be held once each month with the exception of January, unless directed by Council. Meetings will be held in the Township Council Chambers.

ORGANIZATION

Membership, Appointment, Term of Office, Quorum, Voting

- Committee of Adjustment is composed of 4 public members and 4 counsellors, each representing the four Districts in the Township.
- Committee Members elect a chair and vice-chair.
- Notwithstanding the South Frontenac Township Procedural By-law, consistent with the Planning Act, three members constitute a quorum for consent, minor variance, and legal nonconforming use applications. Section 44(5) of the Planning Act states "that where a Committee is composed of three members, two members constitute a quorum, and where a Committee is composed of more than three members, three members constitute a quorum."
- Voting is by simple majority on the application. A tie vote means the application is refused.

QUALIFICATIONS

- An understanding of planning framework and planning instruments, including Township Official Plan, Zoning by-law and other by-laws for controlling development and planning policies in the Province of Ontario, including the Planning Act, policy statements, implementation guidelines and Provincial plans.
- Organized, available and committed to conduct site inspections of subject properties and attend all Committee meetings and training sessions.
- An objective and open mind in order to fully consider the evidence provided.
- An e-mail address in order to receive and respond to Committee communications and information, including hearing and application notices and agenda packages.

**TERMS OF REFERENCE
SOUTH FRONTENAC COMMITTEE OF ADJUSTMENT**

DUTIES AND RESPONSIBILITIES

Chair

- Presides at all Committee of Adjustment hearings and meetings and exercises authority and performs duties as required.
- Provides guidance and leadership to the committee in the completion of its mandate.
- Ensures that decorum is maintained at each hearing and meeting and that rules of procedure and conduct are observed.

Vice Chair

- Acts in the Chair's absence and assumes the roles and responsibilities of the Chair.

All Members

- Review applications sent to them in advance of the hearing.
- Visit the site of each application prior to the hearing.
- Attend Committee of Adjustment hearings, consider applicant, agency and public comments, make decisions in public regarding applications and sign the decisions.
- Contribute time, knowledge, skill and expertise to fulfill the Committee mandate.
- Are cognizant of any conflict of interest or perceived conflict in terms of issues that may serve to benefit them personally.
- Act to protect the privacy of individuals with respect to personal information contained in application forms and information circulated to the Committee and to ensure that personal information is used solely for the processing of the application.

Administrative Support Staff

Secretary-Treasurer (non-voting position)

- Responsible for all Committee of Adjustment administrative duties.
- Review all applications for processing
- Distribute the agenda and public notice
- Record and circulate the minutes
- Issue decisions
- Follow up on any questions and/or concerns from the Committee members and public.

Planner (non-voting position)

- Act as subject matter expert and provide information to assist the Committee of Adjustment in reaching decision.
- Prepare reports outlining the consistence and conformity with relevant planning policies and provide a planning recommendation on each application to the Committee.

TERM

The public members shall be appointed to the Committee for a period of 4 years, coincident with the term of Council. Council members shall be appointed on an annual basis.

RENUMERATION

Members shall be compensated for the expense of visiting each site, and to attend the meetings. Remuneration shall be set by South Frontenac Township Council.



REPORT TO COUNCIL PUBLIC SERVICES DEPARTMENT



AGENDA DATE: January 15, 2019

SUBJECT: Tandem Dump Truck Replacement

RECOMMENDATION:

That Council authorize staff to issue a tender for a Tandem Dump Truck Replacement prior to the approval of the 2019 budget.

BACKGROUND:

In staff's presentation of the Public Services 2019 Capital Budget it was communicated that the industry standard for the delivery of these types of vehicles is approaching 18 months after confirmation of the order.

As most municipalities are involved in the Budget process now as a result of last year's municipal elections, it is anticipated that delivery schedules will be strained with all municipalities issuing tenders at the same time.

It is suggested that staff issue a tender prior to budget approval to attempt to get in before the rush. It is proposed that explicit language would be incorporated into the tender specifications such that the award of tender is subject to Council's approval of the specific budget item.

FINANCIAL/STAFFING IMPLICATIONS:

An amount of \$330,000.00 has been included in the 2019 Capital Budget for the replacement of a tandem dump truck.

Submitted/approved by:

Mark Segsworth, P. Eng.
Director of Public Services



REPORT TO COUNCIL PUBLIC SERVICES DEPARTMENT



AGENDA DATE: January 15, 2019

SUBJECT: Keeping Pace with Growth & Expectations

RECOMMENDATION:

For information.

BACKGROUND:

Attached to this report is the Public Services Council Orientation Briefing. This briefing was intended to demonstrate to Council how the management of Public Services namely Operations, Technical Services, Facilities & Solid Waste and Recreation & Leisure Services, see our Current Challenges, Opportunities and Direction Forward.

The Township of South Frontenac has evolved significantly from its inception over 21 years ago. Population alone has increased by about 19% in this time along with a significant increase in traffic volumes.

We are growing and with that so are the public's expectations. We are now staffed 7 days a week to support various events, facilities and legislative requirements. This support has historically either not existed or was paid at overtime rates.

Over the last decade there has been a significant shift in the Recreation and Facility maintenance and upkeep from volunteers in the community to Public Services Staff.

Without going into detail with all the challenges of the various services within Public Services the focus of this report will be the implementation of a Night Shift for winter 2019/2020.

ANALYSIS:

Our current operations have night patrol personnel working alone between the hours of 6:00pm to 6:00am, 7 days per week. Their responsibility is to patrol a representative route and call in our contractors when required, for the arterial roads.

This system, or slight alterations, has been in place for over twenty years and has served us reasonably well. In recent years there have been various issues that we are addressing that lead us to revisit how we have been operating. The current arrangement is not sustainable. Not intended to be inclusive, these issues are:

- Hours of Service Compliance
- increasing traffic volumes which have led to an upgrading of Road Classifications on some roads
- more consistent service levels by minimizing dispatch times
- response to emergencies
- lone worker safety issues

We are at year 6 of a 5 year contract with 2-1 year extensions for Arterial Road plowing. This is an appropriate time to establish a night shift.

Listed below are some of the intended objectives from the implementation of a nightshift:

- Township presence on Road 38
- more standardized hours for all employees

Our strength is our community.



REPORT TO COUNCIL PUBLIC SERVICES DEPARTMENT



- less overtime for snow removal and employee call in
- eliminate lone worker issues
- potential reductions in fleet replacement
- efficiencies in cleanup of winter sand
- proactive approach to demands of growth
- 24 hour coverage on Arterial Roads will be more attractive to contractors

FINANCIAL/STAFFING IMPLICATIONS:

Initially included in the proposed 2019 Operating Budget was an amount of \$31,500.00 for an additional Light Equipment Operator (LEO) starting halfway through the year. It is proposed that the Northern waste sites would be closed for the winter, which would free up another Light Equipment Operator (LEO). Combined with the night patrol position, this would allow three Light Equipment Operator's (LEO's) for three arterial routes providing coverage at night.

However, another approach to initiating this night shift would be utilize the proposed new mechanic position on nights, along with the Light Equipment Operator (LEO) from the waste sites and the patrol positions. A shift supervisor would also be required from the existing dayshift to complete this new structure.

ATTACHMENTS:

Public Services Council Orientation Briefing

Submitted/approved by:

Mark Segsworth, P. Eng.
Director of Public Services

PUBLIC SERVICES

Staff and Organization

Public Services has overall responsibility for Transportation (roads and bridges); Solid Waste Management (landfill sites, garbage and recycling collection); Fleet and supporting infrastructure (Patrol yards, sand domes, etc.), Water Treatment and Distribution, maintenance of all Township owned facilities, Park land, Summer Recreation Programs and bookings. Staffing presently consists of a total of 35 full time staff including the Director, Supervisors, Administrative Support, Mechanic, Technical Assistant, Dump Attendants & Garbage Collector (Bedford and Portland), Lead Hands and Drivers/Operators. The staffing is augmented by summer students to support Road and Park Maintenance and to deliver Recreation Programs. The operations are overseen by 4 Supervisors, one of which manages the Frontenac Community Arena for half the year. Their functional responsibilities are attached. The roles and responsibilities are evolving and refining over time. No one person can do it alone. It requires everyone to be working together and supporting each other.

Overview

Geographically, South Frontenac Township covers an area of over 900km² with a large road network of approximately 800 centreline kilometers of roads (not including private lanes), over 50 bridges and large culverts and a population base of over 18,000 permanent residents and approximately 12,000 seasonal. There are presently five active waste disposal sites in the Township. The waste disposal sites have approximately 20 years combined capacity at current fill rates. The Townships residential diversion rate is approximately 30%. There are approximately 10 active parks, 4 beaches and many public water access points to maintain.

Customer Service

The public is encouraged to contact the Public Works Department at 613-376-3027 ext. 4330 or 4331 regarding any of its responsibilities.

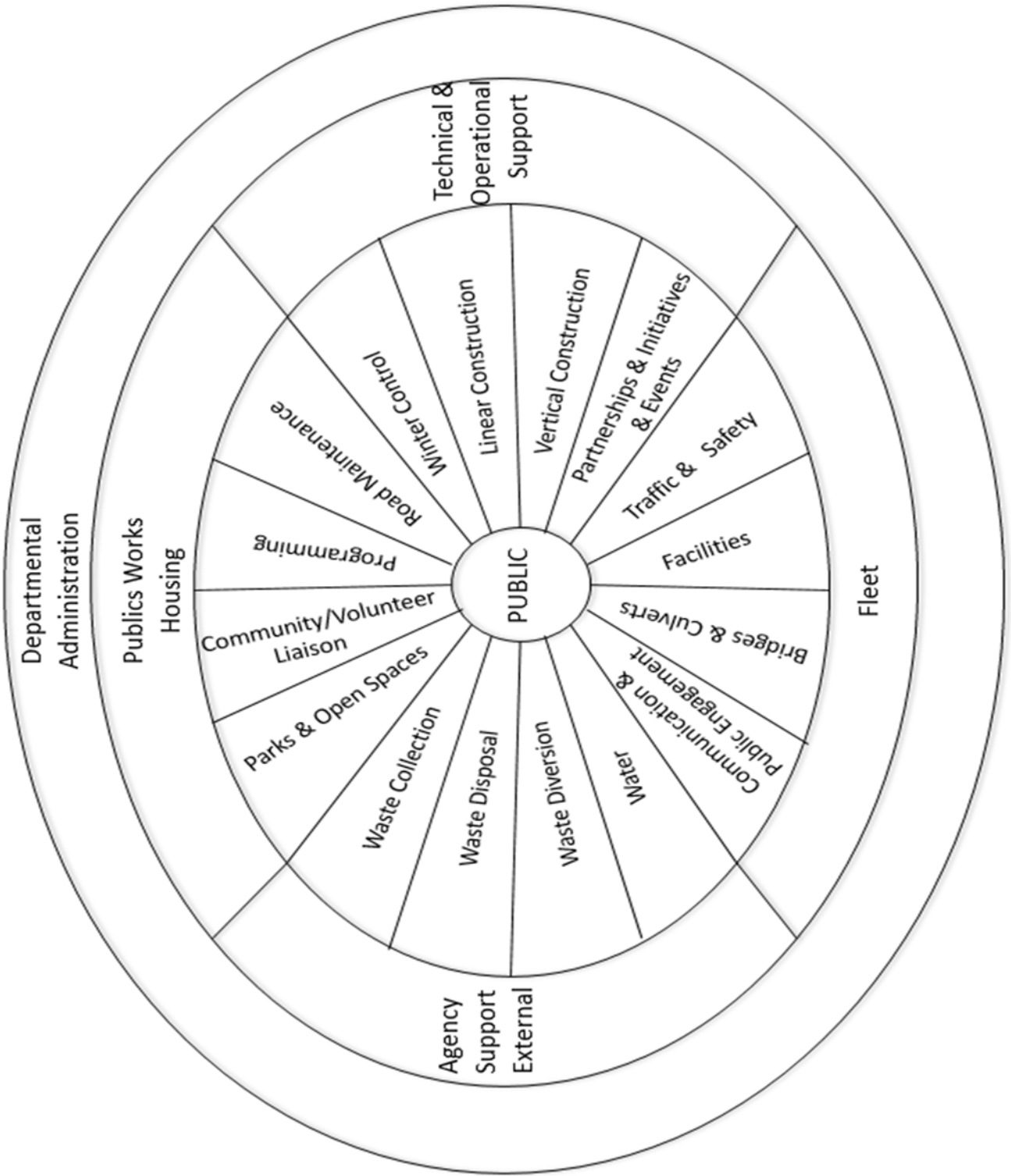
Service Delivery

The Department's Service Model is also attached along with more detailed descriptions of the Functions & Activities involved. Functions and Activities are defined as follows:

Activity – A collection of roles, functions or tasks that are managed to achieve specific external or internal outcomes. This is generally how the public sees it.

Functions – The “how of service” related types of work that help accomplish the activity and/or outcomes expected of the service.

TOWNSHIP OF SOUTH FRONTENAC PUBLIC SERVICES SERVICE MODEL



SUPERVISOR – TECHNICAL SERVICES

ACTIVITY	FUNCTION
DEVELOPMENT & GROWTH	<ul style="list-style-type: none"> - Development review/lot grading - Linear infrastructure expansion - Mapping/GIS - CAD - Municipal Consents - Active Transportation - Entrances/Severances
WATER	<ul style="list-style-type: none"> - Locates - Meters - Hydrants & Valves -Treatment
BRIDGES/CULVERTS	<ul style="list-style-type: none"> - Cleaning/flushing - Inspection - Boat Ramps/Water Access - Dry Hydrants
LINEAR CONSTRUCTION	<ul style="list-style-type: none"> - Roads - Bridges - Tender/RFP Coordination - Contract Administration
ROAD MAINTENANCE	<ul style="list-style-type: none"> - Guide Rail - Storm Sewers - Sidewalks
TRAFFIC & SAFETY	<ul style="list-style-type: none"> - Speed Limits - Parking Bylaws - Advisory Sign Layout
TECHNICAL SUPPORT	<ul style="list-style-type: none"> - Asset Management - Infrastructure Standards - Property Acquisition - Utility Coordination - Quarries
FLEET	<ul style="list-style-type: none"> - Maintenance - Inventory - Replacement - CVOR - Radios

SUPERVISOR - OPERATIONS

ACTIVITY	FUNCTION
LINEAR CONSTRUCTION	<ul style="list-style-type: none"> - Drainage - Base preparation - Surface Treatment
ROAD MAINTENANCE	<ul style="list-style-type: none"> - Roadside Grass cutting - Street cleaning/Catch basins - Litter Control - Drainage-ditching/culverts - Trees & Brushing - Loose Top Maintenance - Shoulder Maintenance - Hardtop Patching - Posts & Cable - Dust Control
TRAFFIC & SAFETY	<ul style="list-style-type: none"> - Signage within ROW
WINTER CONTROL	<ul style="list-style-type: none"> - Road Patrol - Plowing & Sanding - Snow Removal - Flooding - Property damage repairs
HEALTH & SAFETY	<ul style="list-style-type: none"> - Legislative compliance - JHSC's - Site inspection - Training
BRIDGES/CULVERTS	<ul style="list-style-type: none"> - Beaver Dams

SUPERVISOR- FACILITIES/SOLID WASTE

ACTIVITY	FUNCTION
TRAFFIC & SAFETY	<ul style="list-style-type: none"> - Street lights - Traffic/Intersection lights
ROAD MAINTENANCE	<ul style="list-style-type: none"> - Weed Spraying
WASTE DIVERSION	<ul style="list-style-type: none"> - Household Hazardous Waste (HHW) - E-Waste - Bale/Boat wrap - Bulky Goods - Public education/Promotion - Kingston & Area Recycling Centre (KARC)
COLLECTION	<ul style="list-style-type: none"> - Garbage - Communal Bins - Blue Box - Facilities & Parks
DISPOSAL	<ul style="list-style-type: none"> - Waste Disposal sites - Monitoring & Compliance - Yard Waste
FACILITIES MAINTENANCE	<ul style="list-style-type: none"> - Patrol Yards - Community Halls - Recreation Facilities - Fire Halls - Small Drinking Water Systems - Parking Lots - Cemeteries
PARKS & OPEN SPACES	<ul style="list-style-type: none"> - Sports Fields - Beaches - Public Washrooms - Dog Park
VERTICAL CONSTRUCTIONS	<ul style="list-style-type: none"> - Facilities - Fire Halls

SUPERVISOR- RECREATION & LEISURE SERVICES
--

ACTIVITY	FUNCTION
PROGRAMMING	<ul style="list-style-type: none"> - Manage swim & day camp programs - Facility & field bookings - Programming & services of recreation facilities - Special Events/Functions
COMMUNITY LIASON	<ul style="list-style-type: none"> - Frontenac Recreation Committee & 4 Volunteer District Recreation - Recognition Ceremonies - South Frontenac Museum
COMMUNICATION & PUBLIC ENGAGEMENT	<ul style="list-style-type: none"> - Marketing & Communication Strategies - Public engagement activities -Print & Digital Communications mediums
PARTNERSHIPS, INITIATIVES & EVENTS	<ul style="list-style-type: none"> -Community well-being & leisure -Grant Writing -Public Engagement -Policy & Procedure Development -Special events/functions - Public Art
FRONTENAC COMMUNITY ARENA	
Reporting to the Arena Board; supervise all aspects of the Arena	

**CURRENT CHALLENGES, OPPORTUNITIES &
DIRECTION FORWARD**

OVERARCHING CHALLENGES

- **Meeting the Demands 24/7**
- **Meeting Minimum Maintenance Standards and Hours of Work Legislation**
- **Keeping pace with ever increasing public expectations**
- **Accessibility Legislation**
- **Asset Management Legislation**
- **Reduced Federal/Provincial support**
- **Climate Change**
- **Union Supervisory demands in Facilities, Parks and Solid Waste**
- **Ministry of Labour Expectations**

PROGRAMMING & EVENTS

- **Event Attraction & Support**
- Permanent Part Time Coordinator for Public Education Programming & Events
- User Fee Options

ROAD MAINTENANCE

- **Storm Water Management Ponds**
- **Lack of Formal Drainage Agreements**
- **Pleasant Valley Municipal Drain**
- **Brushing and Drainage**
 - Dedicated patrol
 - Outsourced brushing
 - In-house street sweeping & catch basin cleaning
 - Bridge maintenance program

WINTER CONTROL

- Night shift
- In-house Sidewalk maintenance

LEISURE

- **Under supported Cultural & Social Opportunities**
 - Public Art Policy
 - Enhanced water quality testing
 - Enhanced Community Engagement

FACILITIES

- **Cemeteries**
 - Centralized janitorial
 - Sufficient budget for facility upkeep

CAPITAL PROJECTS & GROWTH

- **Transportation & Growth Master Plan**
- **Variance in Budget to Actuals**
- **Lack of oversight on outsourced designs**
 - Development inspection & review
 - Formal policies and standards for linear construction

TRAFFIC & SAFETY

- **Speed**
 - Signage Retro reflectivity
 - Installation & maintenance for signage
 - Emergency response

PARKS

- **Soccer Nets (pending legislation)**
- **Canteens & increased scrutiny for Food Preparation**
 - Additional Parks & Open Space - Community Beautification

WATER

- **Underutilized Water Treatment & Distribution**
 - Water Filling Station
 - System optimization and/or expansion
 - Completing meter replacements

SOLID WASTE

- **Making Sense of the Waste Free Ontario Act**
 - Collection and Export RFP
 - Waste Site Optimization & Fee Review
 - Continued Communal Depot Efficiencies
 - Bale Wrap Diversion
 - Rigid Plastic Diversion
 - Greater Regionalization

PUBLIC WORKS HOUSING

- Site Works at Storrington & Bedford Patrol Yards
- Upgrades/Enhancement at Keeley

TECHNICAL & OPERATIONAL SUPPORT

- Inspections for Development
- Tender Preparation
- In-house Construction Design
- Permit applications
- Facility Construction Support
- More accurate budgeting

EQUIPMENT PROVISIONS

- **Effective Fleet & Equipment Management**
- Preventative maintenance
- Minimizing lone workers
- Ensuring CVOR compliance

EXTERNAL AGENCY SUPPORT

- Budget

DEPARTMENTAL ADMINISTRATION

- Facilitated Session on Recreation Committee Structure

BUDGET IMPLICATIONS

STAFFING

- Mechanic
- Engineering Technologist/Technician
- Lead Hand
- Permanent Part Time Coordinator
- Light Equipment Operator-Patrol/sidewalks in winter
- Light Equipment Operator -Street Sweeping/Night Shift in Winter

EQUIPMENT

- Street Sweeper
- Trackless w/Mower & V Plow
- 1 Ton
- Underground Utility Camera

OUTSOURCING

- Brushing
- Bridge Maintenance
- Enhanced Water Sampling of Beaches
- Facility Maintenance
- Signage Retro Reflectivity & Inventory
- Waste Diversion

TIMING

2019

- Mechanic
- Facility & Solid Waste Lead Hand
- Light Equipment Operator-Street Sweeping/Night Shift
- Permanent Part Time Programs & Events Coordinator

- 1 Ton
- Underground Camera
- Increase Budget for outsourcing

2020

- Engineering Technician
- Light Equipment Operator Road Patrol/Sidewalks
- Street Sweeper
- Trackless



South Frontenac Township Road Classification, Structure Location and Facilities Map

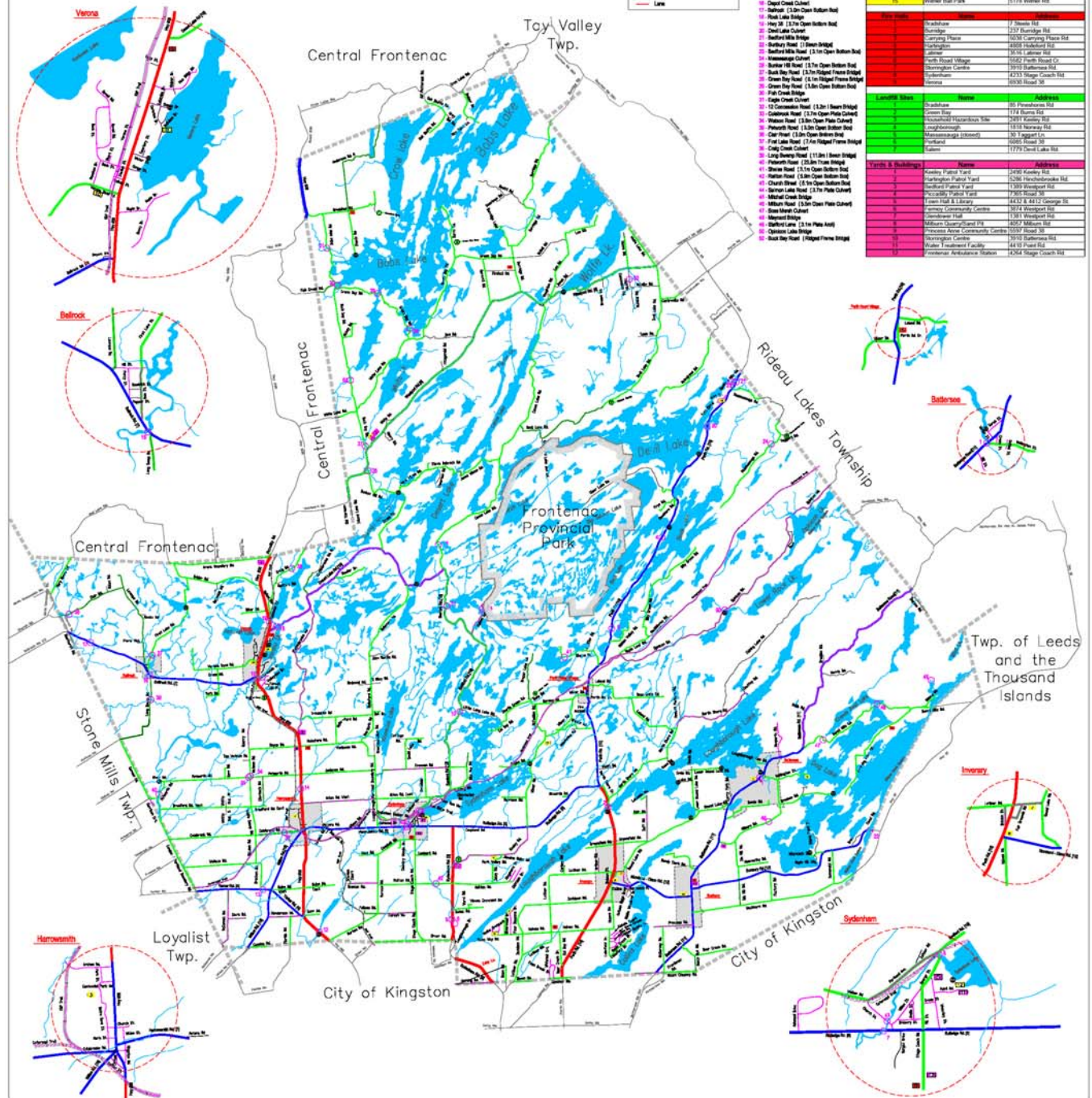


- Legend**
- Township Boundary
 - Water
 - Hydroic Ponds & Reservoirs
 - Twp.
 - Township Parks & Buildings
 - Water Control
 - Township Landfills
 - Township Public & Sewer
 - Township Road Storage
 - Class 2 Road
 - Class 3 Road
 - Class 4 Road
 - Class 5 Road
 - Class 6 Road
 - Class 7 Road
 - Class 8 Road
 - Class 9 Road
 - Class 10 Road
 - Local

- Structure Schedule**
- 1. Detention Bridge
 - 2. Laughlinburg Lake Bridge
 - 3. Bear Creek Culvert
 - 4. Rock Lake Culvert
 - 5. Robinson Road Culvert
 - 6. Robinson Road Culvert (Storage) Ltd
 - 7. Rutledge Bridge
 - 8. Robinson Lake Bridge & Dam
 - 9. Little Long Lake Culvert
 - 10. Little Lake Culvert
 - 11. Marston Creek Culvert
 - 12. Hwy 24 (4.3m Open Bottom) Rd
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 - 14. Hwy 24 (4.3m Open Bottom) Rd
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South Frontenac Facilities List

Parks & Rec	Name	Address
1	Bathurst Hall Park	1147 Bathurst Rd
2	Beaver Hall Park	2522 Park Valley Rd
3	Comber Park	4100 Comberland Park Dr
4	Comber Branch	1247 Four Seasons Rd
5	Johnson Road Branch	1763 Wellington St
6	Johnson Park	1387 Woodport Rd
7	Johnson Park	1272 Johnson Rd
8	Johnson Park	1215 Woodport Rd
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**REPORT TO COMMITTEE OF THE
WHOLE
CLERKS DEPARTMENT**



AGENDA DATE: January 15, 2019

SUBJECT: Code of Conduct/Council Staff Relationship Policy

RECOMMENDATION:

Open

BACKGROUND:

The Code of Conduct and Council Staff Relationship Policy was included as an information item in the December 11, 2018 Committee of the Whole agenda to provide Council with the opportunity to review.

John Mascarin, Aird Berlis, presented an overview at the November 1, 2018 Joint Council Orientation session regarding the role of the Integrity Commissioner and the Code of Conduct as part of the Modernizing Ontario's Municipal Legislation Act 2017 (Bill 68).

The draft documents are now being presented to Council for review and discussion. The deadline for implementation is March 1, 2019.

FINANCIAL/STAFFING IMPLICATIONS:

n/a

ATTACHMENTS:

Draft Code of Conduct

Draft Council Staff Relationship Policy

Comments submitted by Councillor Sutherland

Submitted/approved by:

Angela Maddocks, Clerk

**THE CORPORATION OF
THE TOWNSHIP OF SOUTH FRONTENAC
CODE OF CONDUCT FOR MEMBERS OF COUNCIL AND
LOCAL BOARDS**

1.0 Application & Purpose

1.1 This Code of Conduct applies to all Members of the Council of the Township of South Frontenac, including the Mayor and, unless specifically provided, with necessary modifications to all Township committees, agencies, boards and commissions, which are defined as local boards in subsection 1(1) and section 223.1 of the *Municipal Act, 2001*.

1.2 The purpose of this Code of Conduct is to establish a general standard to ensure that all Members share a common basis for acceptable conduct, and to which all Members are expected to adhere to and comply with. This Code of Conduct augments other laws which Members are governed by and which requires Members to follow the Procedural By-law and other sources of applicable law, including but not limited to:

- *Municipal Act, 2001*
- *Municipal Conflict of Interest Act*
- *Municipal Elections Act, 1996*
- *Municipal Freedom of Information and Protection of Privacy Act*
- *Human Rights Code*
- *Occupational Health and Safety Act*
- *Provincial Offences Act*
- *Criminal Code*

2.0 Statement of Principles

2.1 This Code of Conduct is intended to set a high standard of conduct for Members in order to provide good governance and a high level of public confidence in the administration of the Township by its Members as duly elected public representatives to ensure that they each operate from a foundation of integrity, transparency, justice, truth, honesty and courtesy.

2.2 The following key statements of principle are intended to guide Members and assist with the interpretation of the Code of Conduct:

- Members shall serve and be seen to serve the public in a conscientious and diligent manner;
- Members shall observe and act with the highest standard of ethical conduct and integrity;
- Members shall avoid the improper use of the influence of their office and act without self-interest;
- Members shall act and are expected to perform their functions with honesty, integrity, accountability and transparency;
- Members shall perform their duties and arrange their private affairs in a manner that promotes public confidence and that will bear close public scrutiny;
- Members shall be cognizant that they are at all times representatives of the Township and of Council, recognize the importance of their duties and responsibilities, take into account the public character of their function, and maintain and promote the public trust in the Township; and
- Members shall uphold the spirit and the letter of the laws of Canada, Ontario and the laws and policies adopted by Council.

The above statements are key principles that are intended to facilitate an understanding, application and interpretation of the Code of Conduct – the principles are *not* operative provisions of the Code of Conduct and are not intended to be enforced independently as such.

3.0 Definitions

3.1 The following terms shall have the following meanings in this Code of Conduct:

- (a) “CAO” means the Chief Administrative Officer of the Township;
- (b) “child” means a child born within or outside marriage and includes an adopted child and a person whom a parent has demonstrated a settled intention to treat as a child of his or her family;
- (c) “confidential information” means information or records that are in the possession, in the custody or under the control of the Township that the Township is either precluded from disclosing under the *Municipal Act, 2001* or other applicable legislation, its Procedural By-law or any of its other by-laws, policies, rules or procedures, or that it is required to refuse

to disclose under the *Municipal Freedom of Information and Protection of Privacy Act* or other legislation;

- (d) “conflict of interest” means a situation in which a Member has competing interests or loyalties between the Member’s personal or private interests and his or her public interests as an elected representative such that it might influence his or her decision in a particular a matter;
- (e) “Council” means the council for the Township and includes, as the context may require and with all necessary modifications, any Township committee, agency, board or commission, which are defined as local boards in the *Municipal Act, 2001*;
- (f) “fiduciary” means the obligation of a person in a position of authority to act on behalf of another, assuming a duty to act in good faith and with care, candour and loyalty in fulfilling this obligation;
- (g) “frivolous” means of little or no weight, worth, importance or any need of serious notice;
- (h) “Mayor” means the head of council for the Township.
- (i) “meeting” means a regular, special or other meeting of Council or a committee of Council where:
 - (i) a quorum of Members is present, and
 - (ii) Members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of Council;
- (j) “Member” means a Member of the Council for the Township;
- (k) “non-pecuniary interest” means a private or personal interest that a Member may have that is non-financial in nature and that would be considered by a reasonable person, apprised of all the circumstances, as being likely to influence the Member’s decision in any matter in which the non-pecuniary interest arises, and may include, but is not limited to, an interest that arises from a relationship with a person or entity;
- (l) “parent” means a person who has demonstrated a settled intention to treat a child as a member of his or her family whether or not that person is the natural parent of the child;
- (m) “spouse” means a person to whom the person is married or with whom the person is living in a conjugal relationship outside marriage;
- (n) “staff” means the CAO and all officers, directors, managers, supervisors and all non-union and union staff, whether full-time, part-time, contract,

seasonal or volunteer, as well as agents and consultants acting in furtherance of the Township's business and interest;

- (o) "Township" means The Corporation of the Township of South Frontenac; and
- (p) "vexatious" means troublesome or annoying in the case of being instituted without sufficient grounds and serving only to cause irritation and aggravation to the person being complained of.

4.0 General Obligations

4.1 In all respects, a Member shall:

- (a) make every effort to act with good faith and care;
- (b) conduct themselves with integrity, courtesy and respectability at all meetings of the Council or any committee and in accordance with the Township's Procedural By-law or other applicable procedural rules and policies;
- (c) seek to advance the public interest with honesty;
- (d) seek to serve their constituents in a conscientious and diligent manner;
- (e) respect the individual rights, values, beliefs and personality traits of any other person, recognizing that all persons are entitled to be treated equally with dignity and respect for their personal status regarding gender, sexual orientation, race, creed, religion, ability and spirituality;
- (f) refrain from making statements known to be false or with the intent to mislead Council or the public;
- (g) recognize that they are representatives of the Township and that they owe a duty of loyalty to the residents of the Township at all times;
- (g) accurately communicate the decisions of Council and respect Council's decision-making process even if they disagree with Council's ultimate determinations and rulings; and
- (h) refrain from making disparaging comments about another Member or unfounded accusations about the motives of another Member.

5.0 The Role of Staff

5.1 Council as a whole approves the budget, policies and governance of the Township through its by-laws and resolutions. An individual Member does not direct nor oversee the functions of the staff of the Township.

- 5.2 The Township's staff serve Council and work for the Township as a body corporate under the direction of the CAO. Inquiries of staff from Members should be directed to the CAO or to the appropriate senior staff as directed by the CAO.
- 5.3 A Member shall comply with the Township's Council and Staff Relationship Policy.
- 5.4 A Member shall not publicly criticize staff. Should a Member have any issue with respect to any staff member, such issue shall be referred to the CAO who will direct the matter to the particular staff member's appropriate superior.
- 5.5 A Member shall respect the role of staff in the administration of the business and governmental affairs of the Township, and acknowledge and appreciate that staff:
- (a) provide advice and make policy recommendations in accordance with their professional ethics, expertise and obligations and that a Member must not falsely or maliciously injure the reputation of staff members whether professional or ethical or otherwise;
 - (b) work within the administration of justice and that a Member must not make requests, statements or take actions which may be construed as an attempt to influence the independent administration of justice and, therefore, a Member shall not attempt to intimidate, threaten, or influence any staff member from carrying out that person's duties, including any duty to disclose improper activity; and
 - (c) carry out their duties based on political neutrality and without undue influence from any individual Member and, therefore, a Member must not invite or pressure any member of staff to engage in partisan political activities or be subjected to discrimination or reprisal for refusing to engage in such activities.

6.0 Township Property

- 6.1 Council is the custodian of the assets of the Township. The community places its trust in Council and those it appoints to make decisions for the public good in relation to these assets.
- 6.2 By virtue of their office or appointment, a Member must not use or permit the use of the Township's land, facilities, equipment, supplies, services, staff or other resources for activities other than the business of the Township. No Member shall seek financial gain for themselves, family or friends from the use or sale of Township-owned intellectual property, computer programs, technological innovations, or other patent, trademarks or copyright held by the Township.

7.0 Gifts and Benefits

- 7.1 Any gift to a Member risks the appearance of improper influence. Gifts may improperly induce influence or create an incentive for a Member to make decisions on the basis of relationships rather than in the best interests of the Township. A Member shall not accept a fee, advance, gift, gift certificate, cash, hospitality or any form of personal benefit connected directly or indirectly with the performance of his or her duties except as provided in Section 7.2. A gift, benefit or hospitality provided with the Member's knowledge to a Member's spouse, child, or parent, or to a Member's staff that is connected directly or indirectly to the performance of the Member's duties is deemed to be a gift to that Member. Any doubt concerning the propriety of the gift should be resolved by the Member not accepting or keeping it.
- 7.2 For greater clarity, despite Section 7.1, a Member is entitled to accept any compensation, remuneration or benefits authorized by law but shall not accept any gift or benefit other than in the following circumstances:
- (a) such gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
 - (b) a political contribution otherwise reported by law, in the case of a Member running for office;
 - (c) services provided without compensation by persons volunteering their time;
 - (d) nominal tokens, mementos or souvenirs received as an incident of protocol or social obligation that normally accompanies the responsibilities of elected office or at a function honouring the Member;
 - (e) food, lodging, transportation and entertainment provided by provincial, regional and local governments or any agencies or subdivisions of them or by the federal government or by a foreign government within a foreign country, or by a conference, seminar or event organizer where the Member is either speaking or attending in an official capacity as a representative of the Township;
 - (f) entrance fees or food and beverages consumed at banquets, receptions or similar events, if:
 - (i) attendance serves a legitimate municipal business purpose related to the normal business of the Township,
 - (ii) the person extending the invitation or a representative of the organization is in attendance, and
 - (iii) the value is reasonable and the invitations are infrequent;
 - (g) gifts not having a value greater than \$300;

- (h) benefits received as a door prize, raffle or similar draw at an event, conference or seminar attended by the Member; and
- (i) any gift or benefit, if the Integrity Commissioner is of the opinion, before the gift or personal benefit has been accepted, that it is unlikely that receipt of the gift or benefit gives rise to a reasonable presumption that the gift or benefit was given in order to influence the Member in the performance of his or her duties.

7.3 A Member who has received and accepted a gift or benefit pursuant to Section 7.2 shall file a disclosure of the gift or benefit indicating the person, body or entity from which it was received together with the estimated value of the gift or benefit in accordance with the Disclosure Statement set out in Appendix "A". The list shall be provided to the Clerk on an annual basis commencing on March 31 of every year and shall be a matter of public record.

7.4 A Member shall not seek or obtain by reason of his or her office any personal privilege or advantage with respect to municipal services not otherwise available to the general public and not connected directly or indirectly to the performance of the Member's duties.

8.0 Confidential Information

8.1 Members receive confidential information from a number of sources as part of their work as elected officials. This includes information received in confidence by the Township that falls under the privacy provisions of the *Municipal Freedom of Information and Protection of Privacy Act* and other applicable privacy laws and information received during closed meetings of Council. Examples of types of information that a Member must keep confidential, unless expressly authorized by Council or as required by law, include, but are not limited to:

- (a) matters related to ongoing litigation or negotiation, or that is the subject of solicitor-client privilege;
- (b) information provided in confidence, for example the identity of a complainant where a complaint is made in confidence;
- (c) price schedules in contract tender or Request for Proposal submissions if so specified;
- (d) personnel matters about an identifiable individual;
- (e) "personal information" as defined in the *Municipal Freedom of Information and Protection of Privacy Act*; and
- (f) any census or assessment data that is deemed confidential.

- 8.2 A Member shall not disclose the content of any confidential information, or the substance of deliberations, of a closed meeting. A Member has a duty to hold any information received at closed meetings in strict confidence for as long and as broadly as the confidence applies. All confidential documents received at a closed meeting are to be turned into the Clerk at the end of the closed meeting. A Member shall not, either directly or indirectly, release, make public or in any way divulge any such information or any confidential aspect of the closed deliberations to anyone, unless authorized by Council or as required by law.
- 8.3 A Member shall not disclose, use or release confidential information in contravention of applicable privacy laws. Members are only entitled to information in the possession of the Township that is relevant to matters before the Council, or a committee. Otherwise, Members enjoy the same access rights to information as any other member of the community or resident of the Township and must follow the same processes as any private citizen to obtain such information.
- 8.4 A Member shall not misuse confidential information in any way or manner such that it may cause detriment to the Township, Council or any other person, or for financial or other gain for themselves or others.
- 8.5 A Member shall respect the right to confidentiality and privacy of all clients, volunteers and staff, and should be aware of their responsibilities under applicable legislation, Township policies, procedures and rules, ethical standards and, where appropriate, professional standards.
- 8.6 A Member shall not disclose any confidential information received by virtue of his or her office, even if the Member ceases to be a Member.

9.0 Discrimination and Harassment

- 9.1 A Member shall treat all members of the public, one another and staff with respect and without abuse, bullying or intimidation and ensure that their work environment is free from discrimination and harassment.
- 9.2 A Member shall not use indecent, abusive or insulting words, phrases or expressions toward any member of the public, another Member or staff. A Member shall not make comments or conduct themselves in any manner that is discriminatory to any individual based on the individual's race, colour, ancestry, citizenship, ethnic origin, place of origin, creed or religion, gender, sexual orientation, marital status, family status, disability, age or record of offences for which a pardon has not been granted.
- 9.3 A Member shall comply with the Township's workplace harassment and violence policy.

10.0 Improper Use of Influence

- 10.1 A Member shall not use the influence of their office or appointment for any purpose other than the exercise of his or her official duties in the public interest.
- 10.2 A Member shall not use the status of their position to influence the decision of another person to the private advantage or non-pecuniary interest of themselves, their parents, children or grandchildren, spouse, or friends or associates, or for the purpose of creating a disadvantage to another person or for providing an advantage to themselves.

11.0 Conflicts of Interest

- 11.1 A Member shall seek to avoid conflicts of interest, both pecuniary and non-pecuniary. A Member shall comply with the requirements of the *Municipal Conflict of Interest Act* with respect to obligations relating to pecuniary interests. A Member shall take proactive steps to mitigate any non-pecuniary conflicts of interest in order to maintain public confidence in the Township and its elected officials.
- 11.2 Members are encouraged to seek guidance from the Integrity Commissioner when they become aware that they may have a conflict between their responsibilities to the public as a Member and any other interest, pecuniary or non-pecuniary.

12.0 Council Policies and Procedures

- 12.1 A Member shall observe and adhere to the policies, procedures and rules established from time to time by Council.

13.0 Election Activity

- 13.1 A Member is required to conduct themselves in accordance with the *Municipal Elections Act, 1996* and any Township policies pertaining to elections. The use of the Township's resources, both property and staff time, for any election-related activity is strictly prohibited. Election-related activity applies to the Member's campaign and any other election campaigns for municipal, provincial or federal office.

14.0 Respect for the Code of Conduct

- 14.1 A Member shall respect the process for complaints made under the Code of Conduct or through any process for complaints adopted by the Township. A Member shall not act in reprisal or threaten reprisal against a person who makes a complaint or provides information to the Integrity Commissioner during an investigation. A Member shall interact courteously and respectfully with the

Integrity Commissioner and with any person acting under the direction of the Integrity Commissioner.

- 14.2 A Member shall cooperate with requests for information during any investigations or inquiries under the Code of Conduct. A Member shall not destroy or damage documents or erase electronic communications or refuse to respond to the Integrity Commissioner where a complaint has been filed under the Code of Conduct or any process for complaints adopted by the Township.

15.0 Penalties for Non-Compliance with the Code of Conduct

- 15.1 Where the Integrity Commissioner reports that there has been a violation of the Code of Conduct by a Member, Council delegates the authority to the Integrity Commissioner to impose the following penalties on the Member:

- (a) a reprimand; or
- (b) a suspension of the remuneration paid to the Member in respect of his or her services as a Member for a period up to ninety (90) days.

- 15.2 The Integrity Commissioner may also require that the Member take any or all of the following corrective or remedial actions:

- (a) provide a written or verbal apology;
- (b) return property or make reimbursement of its value or of money spent;
- (c) be removed from or not be appointed to the membership on a committee of Council;
- (d) be removed from or not be appointed as chair of a committee of Council; and
- (e) comply with any other remedial or corrective action or measure deemed appropriate by the Integrity Commissioner.

16.0 Legal Fees

- 16.1 A Member of Council is responsible for his or her own legal costs if he or she retains a lawyer or paralegal to provide counsel, advice or representation on any matter related to the Code of Conduct, including, but not limited to, an investigation and the imposition of penalties or remedial or corrective measures or actions by the Integrity Commissioner.

17.0 Complaint Protocol

17.1 The Complaint Protocol – Code of Conduct is Appendix “B” to the Code of Conduct.

APPENDIX "A"

DISCLOSURE STATEMENT FOR GIFTS OR BENEFITS

Member's Name: _____

Gift Received or Nature of Benefit: _____

Received From: _____

Date of Receipt: _____ Value or Estimate of Gift: _____

Please describe the circumstances under which the Gift or Benefit was received:

Please describe your intentions with respect to the Gift or Benefit:

Do you anticipate transferring the Gift or Benefit described above to the municipality?

Yes, immediately _____ Yes, eventually _____ No _____

Member's Signature

Date

APPENDIX “B” COMPLAINT PROTOCOL

PART A - INFORMAL COMPLAINT PROCEDURE

1. Any individual who identifies or witnesses behaviour or activity by a Member that they believe contravenes the Code of Conduct may seek to address the prohibited behaviour or activity themselves in the following manner by following the Informal Complaint Procedure:
 - (a) document the incident(s) where the Member may have contravened the Code of Conduct including dates, times, locations, other persons present, and any other relevant information;
 - (b) advise a third party about the concerns regarding the Member’s actions;
 - (c) advise the Member that the behaviour or activity appears to contravene the Code of Conduct;
 - (d) identify to the Member the specific provision(s) of the Code of Conduct that may have been contravened;
 - (e) encourage the Member to acknowledge and agree to stop the prohibited behaviour or activity and to undertake to refrain from future occurrences of the prohibited behaviour or activity;
 - (f) request the Integrity Commissioner to assist in informal discussion of the alleged complaint with the Member in an attempt to settle or resolve the issue;
 - (g) if applicable:
 - (i) confirm to the Member that his or her response is satisfactory, or
 - (ii) advise the Member that his or her response is unsatisfactory;
 - (h) consider the need to pursue the matter in accordance with the Formal Complaint Procedure set out in Part B, or in accordance with any other applicable judicial or quasi-judicial process or complaint procedure.
2. Individuals are strongly encouraged to pursue the Informal Complaint Procedure as the first means of remedying behaviour or activity of a Member that they believe violates the Code of Conduct.
3. With the consent of both the complaining individual and the Member, the Integrity Commissioner may participate in any informal process. The parties involved are encouraged to take advantage of the Integrity Commissioner’s potential role as a mediator/conciliator of issues relating to a complaint.
4. The Informal Complaint Procedure is not a precondition or a prerequisite to pursuing the Formal Complaint Procedure set out in Part B.

PART B - FORMAL COMPLAINT PROCEDURE

Formal Complaints

- 1.(1) Any individual who identifies or witnesses behaviour or activity by a Member that they reasonably believe contravenes the Code of Conduct may file a formal complaint to request an inquiry by the Integrity Commissioner as to whether a Member has contravened the Code of Conduct in accordance with the following requirements:
 - (a) all complaints shall be in writing on the prescribed form (Formal Complaint Form # 1) and shall be dated and signed by an identifiable individual;
 - (b) the complaint must set out reasonable and probable grounds for the allegation that the Member has contravened the Code of Conduct or the *Municipal Conflict of Interest Act* must be accompanied by a supporting sworn affidavit setting out the evidence in full in support of the allegation; and
 - (c) Council may also file a complaint against any of its Members of an alleged contravention of the Code of Conduct by passing a resolution requesting the Integrity Commissioner to undertake an inquiry.

- (2) An elector, as defined in section 1 of the *Municipal Conflict of Interest Act*, or a person demonstrably acting in the public interest may file a formal complaint to request the Integrity Commissioner concerning an alleged contravention of section 5, 5.1 or 5.2 of that Act by a Member in accordance with the following requirements:
 - (a) all complaints shall be in writing on the prescribed form (Formal Complaint Form # 2) dated and signed by an identifiable individual;
 - (b) the complaint shall include a statutory declaration attesting to the fact that:
 - (i) the complainant became aware of the contravention not more than six (6) weeks before the date of the complaint, or
 - (ii) in the case where the complainant became aware of the alleged contravention during the period of time described in paragraph 1 of subsection 223.4.1(5) of the *Municipal Act, 2001*, that the complainant became aware of the alleged contravention during that period of time;
 - (c) Council may also file a complaint against any of its Members respecting an alleged contravention of sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act* by passing a resolution requesting the Integrity Commissioner to undertake an inquiry and providing a statutory declaration as required by Section 1(2).

- (3) Individuals, electors or persons demonstrably acting in the public interest who file a formal complaint under Sections 1(1) or 1(2) must provide a full and complete record of evidence to the Integrity Commissioner who is under no obligation whatsoever to, but may seek additional information to supplement or complete the evidentiary record to substantiate or support the allegation set out in the complaint.

Filing of Complaint and Classification by Integrity Commissioner

- 2.(1) The complaint may be filed with the Clerk by hard copy or directly with Integrity Commissioner by a sealed hard copy or by e-mail to the email address(es) set out on the Township's website.
- (2) The Integrity Commissioner shall initially classify the complaint to determine if the matter is, on its face, a complaint with respect to non-compliance with the Code of Conduct and not covered by other legislation or other Council procedures, policies or rules as set out in Section 3 or whether it is a complaint under sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*.

Complaints Outside Integrity Commissioner's Jurisdiction

3. If the complaint, including the supporting affidavit, is not, on its face, a complaint with respect to non-compliance with the Code of Conduct or the complaint relates to matters addressed by other legislation or complaint procedure under another Township procedure, policy or rule or sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, the Integrity Commissioner shall advise the complainant in writing as follows:

Criminal Matter

- (a) if the complaint is, on its face, an allegation of a criminal nature consistent with the *Criminal Code*, the complainant shall be advised that:
 - (i) the Integrity Commissioner will refer it to the appropriate police service, or
 - (ii) the complainant may pursue it with the appropriate police service if the complainant wishes to pursue any such allegation;

Municipal Freedom of Information and Protection of Privacy Act

- (b) if the complaint is more appropriately addressed under the *Municipal Freedom of Information and Protection of Privacy Act*, the complainant shall be advised that the matter must be referred to the Clerk to deal with under its access and privacy policies under that statute;

Other Procedure, Policy or Rule Applies

- (c) if the complaint appears to fall within the scope of another procedure, policy or rule of the Township, the complainant shall be advised to pursue the matter under such procedure, policy or rule with the appropriate Township official or staff member;

Lack of Jurisdiction

- (d) if the complaint is, for any other reason not within the jurisdiction of the Integrity Commissioner (for example, it relates to a decision of Council or a local board as a whole and not one or more individual Members), the complainant shall be so advised and provided with any additional reasons and referrals as the Integrity Commissioner considers appropriate;

Matter Already Pending

- (e) if the complaint is in relation to a matter which is subject to an outstanding complaint under another process such as a court proceeding, a human rights or workplace harassment complaint or similar process, or to a civil matter that is pending before the courts, the Integrity Commissioner may, in his/her sole discretion, suspend any investigation, in whole or in part, pending the result of the other process;

Similar Matter Already Pending

- (f) if the complaint is in relation to a similar matter which is subject to an outstanding complaint before the Integrity Commissioner, the Integrity Commissioner may, in his/her sole discretion, consider the matter in conjunction with the similar matter or deal with it separately, including not undertaking an inquiry if the matter can be adequately addressed in any report and/or recommendations made with respect to the complaint in the similar matter; and

Other Ethical Code or Policy Applies

- (g) if the complaint is in relation to a matter which is governed by a code of conduct, ethical code or similar procedure or policy of another body or entity which also governs the Members (for example, another board, body or committee to which the Member has been appointed), the Integrity Commissioner shall consider the most appropriate forum for the complaint and may, in his/her sole discretion, defer consideration of the matter pending any determination made by the other body or entity and shall so advise the complainant and, if necessary, the Member.

Limitation Period

- 4.(1) The Integrity Commissioner shall not accept a complaint under the Code of Conduct for which the event giving rise to the complaint occurred or came to the attention of the complainant more than six (6) months prior to the date of the filing of the complaint. The complainant must establish that the event giving rise to the complaint occurred and/or came to the complainant's attention within six (6) months of the complaint being filed in accordance with Section 2.
- (2) The Integrity Commissioner shall not accept a complaint relating to sections 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act* except in accordance with the requirements of subsections 8(2)-(6) of that statute and section 223.4.1 of the *Municipal Act, 2001*.

Refusal to Conduct Investigation

- 5. The Integrity Commissioner has a discretion as to whether to carry out an investigation. If the Integrity Commissioner is satisfied, after considering the information contained in the complaint, that a complaint:
 - (a) is frivolous or vexatious,

- (b) is not made in good faith,
- (c) constitutes an abuse of process,
- (d) discloses no grounds or insufficient grounds for an investigation, or
- (e) does not warrant a full investigation,

the Integrity Commissioner shall not be required to conduct an investigation and may summarily dismiss the complaint, and, where this becomes apparent during the course of an investigation, the Integrity Commissioner shall terminate the inquiry and provide notice to the complainant and, if necessary, to the Member.

Opportunities for Resolution

6. Following receipt and review of a formal complaint or at any time during the investigation where the Integrity Commissioner, in his or her discretion, believes that an opportunity to resolve the matter may be successfully pursued without a formal investigation, and both the complainant and the Member agree, efforts may be pursued to achieve an informal resolution.

Investigation

7. (1) The Integrity Commissioner may proceed as follows, except where the Integrity Commissioner has a full factual record and believes, in his or her sole discretion, that no additional information is required, or where otherwise required by the *Public Inquiries Act, 2009*, or where the Integrity Commissioner has not otherwise terminated the inquiry:
 - (a) provide the Member with an outline of the complaint with sufficient particularity to allow the Member to understand the complaint against him or her but the Integrity Commissioner shall not have any obligation to disclose:
 - (i) the identity of the complainant, or
 - (ii) the identity of any witnesses set out in the complaint or persons that are questioned/interviewed by the Integrity Commissioner,

unless it is essential for the Member to adequately respond to the complaint, which determination shall be made in the Integrity Commissioner's sole and absolute discretion;
 - (b) request that the Member provide a written response to the allegations in the complaint to the Integrity Commissioner within ten (10) business days;
 - (c) provide a copy of the Member's response to the complainant with a request that any written reply be provided by the complainant to the Integrity Commissioner within ten (10) business days; and
 - (d) extend the timelines set out above if the Integrity Commissioner deems it necessary to do so in his or her sole and absolute discretion.

- (2) If necessary, after reviewing the submitted materials, the Integrity Commissioner may contact and speak to or correspond with any other persons, access and examine any other documents or electronic materials, including any materials on the Township's computers and servers, and may enter any Township work location relevant to the complaint for the purpose of investigation and potential resolution.
- (3) The Integrity Commissioner may, but is under no obligation, to provide the Member with a draft of the proposed draft report on the complaint.
- (4) The Integrity Commissioner shall not issue a report finding a violation of the Code of Conduct on the part of any Member unless the Member has had an opportunity either in person or in writing to comment to the Integrity Commissioner on any preliminary or proposed finding(s).
- (5) The Integrity Commissioner may, but is under no obligation, to advise either the Member or the complainant of any proposed sanction or recommendation the Integrity Commissioner may include in the report to Council.
- (6) The Integrity Commissioner may make interim reports to Council where necessary and as required to address any instances of interference, obstruction, intimidation, delay, reprisal or retaliation by the Member or by any other person encountered during the formal complaint investigation.
- (7) The Integrity Commissioner is entitled to make such additional inquiries and provide such additional reports to Council where necessary and as required to address any instances of non-compliance with any decision of Council including the failure to comply with any penalties or corrective measure or actions imposed by the Integrity Commissioner.
- (8) The Integrity Commissioner shall retain all records related to the complaint and investigation but may provide copies of certain records, in confidence, to Township administrative staff who are required to ensure that any such records are securely and confidentially retained.

No Complaint Prior to Municipal Election

8. (1) Notwithstanding any other provision of this Complaint Protocol, no complaint may be filed with the Integrity Commissioner, no report shall be made by the Integrity Commissioner to Council during the period of time starting on nomination day for a regular municipal election year, as set out in section 31 of the *Municipal Elections Act, 1996* and ending on the voting day in a regular election as set out in section 5 of the *Municipal Elections Act, 1996*.
- (2) If the Integrity Commissioner has received a complaint and has commenced an inquiry but has not completed the inquiry before nomination day in a regular municipal election year, the Integrity Commissioner shall terminate the inquiry on nomination day but may commence an inquiry in respect of the same complaint if within six (6) weeks after the voting day in a regular municipal election the individual who made the request makes a written request to the Integrity Commissioner in accordance with subsection 223.4(8) of the *Municipal Act, 2001*.

Advice Provided to Member by Integrity Commissioner

9. (1) Subject to Section 9(2), a Member is entitled to rely upon any written advice given by the Integrity Commissioner to the Member respecting the Code of Conduct in any subsequent consideration of the conduct of the Member in the same matter provided that the Member fully disclosed in writing all relevant facts known to him or her to the Integrity Commissioner and acted in accordance with the written advice provided by the Integrity Commissioner.
- (2) If the Integrity Commissioner applies to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member contravened section 5, 5.1 or 5.2 of the *Municipal Conflict of Interest Act*, the Member is entitled to advise the judge of any written advice given by the Integrity Commissioner provided that the Member fully disclosed in writing all relevant facts known to him or her to the Integrity Commissioner and acted in accordance with the written advice provided by the Integrity Commissioner.
- (3) A Member under investigation by the Integrity Commissioner shall not request advice from the Integrity Commissioner as to the Member's rights under the Code of Conduct, the *Municipal Conflict of Interest Act* or generally at law with respect to any matter that the Integrity Commissioner is investigating or reviewing with respect to the Member, nor is the Member entitled to rely upon any statement(s) made by the Integrity Commissioner during the course of any investigation or review that may impact the Member's rights under the Code of Conduct, the *Municipal Conflict of Interest Act* or at generally law.

Authority to Abridge or Extend

10. (1) Notwithstanding any requirement, obligation or timeline, set out in the Code of Conduct or this Complaint Protocol, the Integrity Commissioner shall retain the right to abridge or extend any provision therein in the public interest.

Investigation Report

11. (1) The Integrity Commissioner shall report to the complainant and the Member no later than ninety (90) days after the official receipt of any complaint under the Code of Conduct. If the investigation process is anticipated to or takes more than ninety (90) days, the Integrity Commissioner shall provide an interim report to Council and must advise the parties of the approximate date the report will be available. The Integrity Commissioner may also, at his or her discretion, advise any witnesses or other persons of the approximate date the report will be available.
- (2) Where the complaint is sustained in whole or in part, the Integrity Commissioner shall report to Council outlining the findings, the terms of any settlement and/or any recommended remedial or corrective measure or action.
- (3) The Integrity Commissioner may provide a copy of the report to the complainant and the Member whose conduct has been investigated in advance of the public release of the

report, in strict confidence until the report is publicly released. The Member shall have the right to address the report if it considered by Council.

- (4) Where the complaint is not sustained, the Integrity Commissioner is not obligated to report to Council on the result of the investigation or any findings but may do so at his/her discretion and may also include such information as he/she deems necessary in a report or as part of an annual or other periodic report by the Integrity Commissioner.
- (5) The Integrity Commissioner shall complete the investigation under the *Municipal Conflict of Interest Act* no later than one hundred eighty (180) days after the official receipt of any complaint validly made under Section 1(2) of this Part.

Findings

12.(1) If the Integrity Commissioner determines that:

- (a) there has been no contravention of the Code of Conduct or section 5, 5.1 or 5.3 of the *Municipal Conflict of Interest Act*, or
- (b) a contravention occurred but:
 - (i) the Member took all reasonable measures to prevent it, including having sought and followed the advice of the Integrity Commissioner;
 - (ii) it was trivial,
 - (iii) it was committed through inadvertence, or
 - (iv) it resulted from an error in judgment made in good faith,

the Integrity Commissioner may so state in the report and may take appropriate actions.

- (2) If the Integrity Commissioner considers it appropriate, once he or she has concluded the investigation under Section 1(2) of this Part, he or she may apply to a judge under section 8 of the *Municipal Conflict of Interest Act* for a determination as to whether the Member has contravened section 5, 5.1 or 5.2 of that statute. If the Integrity Commissioner does not proceed with an application to the judge, he or she shall so advise the complainant.

Report to Council

13. Upon receipt of a report from the Integrity Commissioner with respect to the Code of Conduct, the Clerk shall place the report on the next regular agenda of Council for consideration by Council. A report from the Integrity Commissioner may also be considered by Council in advance of its next regular meeting should Council agree to hold a special or other meeting before its next regular meeting to consider the report.

Public Disclosure

14. (1) The Integrity Commissioner and every person acting under his or her jurisdiction shall preserve confidentiality where appropriate and where it does not interfere with the

course of any investigation, except as required by law and as required by this Complaint Protocol.

- (2) The Integrity Commissioner shall retain all records related to the complaint and investigation although copies may be provided to the Township's administrative staff, subject to the duty of confidentiality under subsection 223.5 of the *Municipal Act, 2001*.
- (3) The identity of the Member who is the subject of the complaint shall not be treated as confidential information in the Integrity Commissioner's report to Council. The identity of the complainant and of any other person, including witnesses, may be disclosed if deemed appropriate and necessary by the Integrity Commissioner or if consented to by the complainant.
- (4) All reports from the Integrity Commissioner to Council shall be made available to the public by the Clerk.

Delegation by Integrity Commissioner

17. The Integrity Commissioner may delegate in writing to any person, other than a Member of Council, any of the Integrity Commissioner's powers and duties under Part V.1 of the *Municipal Act, 2001*.

Code of Conduct — Formal Complaint Form # 1

AFFIDAVIT

I, _____ (first and last name), of the

Township of _____ in the Province of Ontario.

MAKE OATH AND SAY (or AFFIRM):

1. I have reasonable and probable grounds to believe that:

_____ (specify name of Member),

a member of the Council of The Corporation of the Township of South Frontenac, has contravened section(s) _____ of the Code of Conduct of the Township of South Frontenac. The particulars of which are attached hereto.

2. Facts constituting the alleged contravention (use separate page if required)

This affidavit is made for the purpose of requesting that this matter be reviewed and/or investigated by the Township of South Frontenac's Integrity Commissioner and for no other improper purpose.

SWORN (or AFFIRMED) before me at the)
the _____ of _____ on)
_____ (date))
_____)

(Signature)

A Commissioner for taking affidavits etc.

Please note that signing a false affidavit may expose you to prosecution under ss. 131 and 132 or 134 of the *Criminal Code*, R.S.C. 1985, c. C-46 and also to civil liability for defamation.

Municipal Conflict of Interest Act— Formal Complaint Form # 2

STATUTORY DECLARATION

I, _____ (first and last name), of the

Township of _____ in the Province of Ontario.

I SOLEMNLY DECLARE THAT:

1. I have reasonable and probable grounds to believe that:

_____ (specify name of Member),

a member of the Council of The Corporation of the Township of South Frontenac, has contravened section(s) _____ of the *Municipal Conflict of Interest Act*, R.S.O. 1990, c. M.50. The particulars of which are attached hereto.

2. I became aware of the facts constituting the alleged contravention not more than six (6) weeks ago and they comprise the following: (use separate page if required)

This declaration is made for the purpose of requesting that this matter be investigated by the Township of South Frontenac's Integrity Commissioner and for no other improper purpose.

DECLARED before me at the _____)
the _____ of _____ on _____)
_____ (date) _____)
_____)

(Signature)

A Commissioner for taking affidavits etc.

Please note that signing a false affidavit may expose you to prosecution under ss. 131 and 132 or 134 of the *Criminal Code*, R.S.C. 1985, c. C-46 and also to civil liability for defamation.

34472211.1

THE CORPORATION OF THE TOWNSHIP OF SOUTH FRONTENAC COUNCIL AND STAFF RELATIONSHIP POLICY

1.0 Application & Purpose

- 1.1 This Council and Staff Relationship Policy applies to all Members of the Council of the Township of South Frontenac, including the Mayor, and all members of Staff of the Township of South Frontenac, including the CAO.
- 1.2 The purpose of this Policy is set out a general standard to ensure that Council and Staff share a common understanding of their respective roles and responsibilities as well as a common basis of their relationship, and to set out acceptable standards to govern their relationship and to which all Members and Staff are expected to adhere to and comply with.
- 1.3 The purpose of this Policy is to establish a policy to govern the relationship between Members of Council and Staff of the Township in accordance with paragraph 2.1 of subsection 270(1) of the *Municipal Act, 2001*.

2.0 Statement of Principles

- 2.1 This Policy is intended to set a high standard for relations between Council and Staff in order to provide good governance and instill a high level of public confidence in the administration of the Township by its Members as duly elected public representatives and its Staff as public administrators.
- 2.2 The following key statements of principle are intended to guide Council and Staff and to assist with the interpretation of the Policy:
 - Council and Staff shall recognize that positive internal relations are central to the collective ability of Members and Staff to provide good governance and instill a high level of public confidence in the administration of the Township;
 - Members and Staff shall relate to one another in a respectful, professional and courteous manner;
 - Members and Staff shall understand and respect each other's respective roles and responsibilities; and
 - Members and Staff shall work together in furtherance of the common goal of serving the public good.

The above statements are key principles that are intended to facilitate an understanding, application and interpretation of the Policy – these principles are not operative provisions of the Policy.

3.0 Definitions

3.1 The following terms shall have the following meanings in this Policy:

- (a) “CAO” means the Chief Administrative Officer of the Township;
- (b) “Clerk” means the Clerk of the Township;
- (c) “Council” means the council for the Township;
- (d) “Mayor” means the head of Council;
- (e) “Member” means a Member of Council;
- (f) “Policy” means this Council and Staff Relationship Policy;
- (g) “Staff” means the CAO and all officers, directors, managers, supervisors and all non-union and union employees, whether full-time, part-time, contract, seasonal or volunteer employees, as well as agents and consultants acting in furtherance of the Township’s business and interests; and
- (h) “Township” means The Corporation of the Township of South Frontenac.

4.0 General Obligations

4.1 In all respects, Members and Staff shall:

- (a) relate to one another in a courteous, respectful and professional manner;
- (b) maintain formal working relationships in order to promote equality and discourage favouritism, which includes but is not limited to using proper titles and avoiding first names during public meetings or formal business dealings;
- (c) understand their respective roles and responsibilities, and appreciate and respect the roles and responsibilities of the other;
- (d) work together to produce the best results and outcomes for the Township and always for the collective public interest of the Township; and
- (e) act in a manner that enhances public confidence in local government.

5.0 Roles and Responsibilities of Members

5.1 Members acknowledge and agree that:

- (a) Council as a whole is the governing body of the Township and that it comprises a collective decision-making body;
- (b) they are representatives of the entire Township;
- (c) Staff serve the whole of Council rather than any individual Member;
- (d) they govern, provide political direction and make decisions as Council;
- (e) they will respect the administrative and managerial chain of command by:
 - (i) directing any questions or concerns in relation to the administration or management of the Township to the Mayor or the CAO for their consideration;
 - (ii) giving direction to Staff only as Council and through the CAO; and
 - (iii) refraining from becoming involved in the management of Staff.
- (f) they shall use Staff time effectively, which includes but is not limited to only referring essential matters to Staff for reports;
- (g) they ensure any requests for information to Staff that were not received at a meeting of Council are made in writing and circulated in writing to all Members;
- (h) they understand that Staff will undertake significant projects only if they have been directed to do so by Council through the CAO;
- (i) whenever possible, they shall notify Staff if an action or position of Staff is to be questioned or criticized at a public meeting to ensure Staff has sufficient time to formulate an intelligent, informed and helpful response for the consideration of Council and that any such questioning or criticism shall be undertaken with courtesy, respect and professionalism, and in no event shall there be any attempt to humiliate, berate, disparage or denigrate Staff and that they shall refrain from publicly criticizing members of Staff in relation to their intelligence, integrity, competence or otherwise;
- (j) they shall request advice from the Clerk about the appropriate wording of motions, amendments, and formal directions of Staff;
- (k) they shall request information regarding meeting agendas or minutes from the CAO or Clerk;

- (l) as individual Members, they have no greater access to records or information held by the Township than any member of the public and that they cannot access records or information otherwise protected from disclosure by the *Municipal Freedom of Information and Protection of Privacy Act* or in accordance with the process set out in that statute;
- (m) they shall recognize Staff are not expected to provide information or take action in outside of regular administrative business hours, except in extenuating circumstances;
- (n) certain members of Staff are statutory officers and have specific statutory authorities, duties, powers and responsibilities that cannot be interfered with or derogated from;
- (o) they shall at all times comply with the Township's Code of Conduct for Members of Council; and
- (p) they shall at all times comply with any policies relating to Council that the Council may implement from time to time.

6.0 Roles and Responsibilities of Staff

6.1 Staff acknowledge and agree that:

- (a) Council is the collective decision-making and governing body of the Township and is ultimately responsible to the electorate for the good governance of the Township;
- (b) they shall implement Council's decisions and establish administrative practices and procedures to carry out Council's decisions and any duties specifically assigned to them by Council;
- (c) they shall assist Council in their decision-making process with respect to its decision, policies and programs by providing Council with information based on professional expertise, research and good judgment in a professional and timely manner;
- (d) they shall serve the whole of Council rather than any individual Member;
- (e) all Members are equal and shall be treated as such and always with courtesy, respect and professionalism;
- (f) they shall respond to inquiries from Council and provide appropriate and timely follow-up to such inquiries as necessary;
- (g) they shall ensure any responses to requests for information by a Member that were not received at a meeting of Council are circulated to all Members;

- (h) they shall refrain from becoming involved in the policy and decision-making process of Council, outside of ensuring that Council is provided with the information necessary in order to make their decisions and that Council is aware of any issues that may impact such decisions;
- (i) they shall diligently and impartially implement Council's decisions;
- (j) they shall notify management or the CAO, as appropriate, of any issues that may impact the Township and of ongoing activities in each department;
- (k) they shall not speak publicly on any matter respecting any Council decisions or policies without authorization to do so, and without limiting the generality of the foregoing, shall not publicly criticize any decision or policy of Council;
- (l) they shall refrain from publicly criticizing decisions of Council or Members in relation to their intelligence, integrity, competence or otherwise; and
- (m) they shall at all times comply with any policies relating to Staff that the Council may implement from time to time.

Angela Maddocks

From: Ross Sutherland <7846elbe@gmail.com>
Sent: December 19, 2018 10:25 AM
To: Angela Maddocks; Wayne Orr
Subject: Code of Conduct Comments

Hi Angela and Wayne, these are my initial comments on the draft Code of Comment. Talk soon, and have a good holiday, Ross.

Comments

Draft Code of Conduct

Overall, I agree with the content and scope of the proposed Code of Conduct.

I have questions on three clauses:

- 1) Section 2.2 point six says “...to maintain and promote trust in the Township.” There is an ambiguity in this statement that could cause unreasonable conflict. Part of a Councillors job is to question activities of the Township that they think are not in the public interest. Some would argue that this questioning could undermine public trust in the Township. For instance, public trust is built by the Township making sound financial decisions and proper oversight of finances. If a Councillor suspected that there was poor oversight, it would be reasonable, if not expected, that they would raise this concern for discussion. This questioning should not be restricted by a possible complaint under the Code of Conduct that questioning the Township’s practices is undermining trust in the Township. My suggestion is that that last clause be left out.
- 2) Section 4.1 (g), I am not sure what the internet is of the clause “respect council’s Decisions making Process.” For instance, would this preclude a Councillor from supporting an LPAT challenge to a decision of Council? Or preclude a Councillor from advocating to overturn a decision of Council. Barring any further clarity on the meaning the words, the clause “and respect Council’s decision-making process,” should be removed leaving the sentence to read “accurately communicate the decisions of Council even if they disagree with Council’s ultimate determinations and rulings.”
- 3) Section 7 (2) is too permissive. For instance, point (c) allows a Councillor to receive services that are voluntarily provided. This seems to allow a contractor to voluntarily fix your deck or a caterer to supply your party for free when that contractor or caterer could be bidding for Township contracts. Similarly (g) the figure of \$300 is too high for gifts from parties engaged in business with the Township. Even though these gifts would have to be disclosed, that is not sufficient: they should be excluded if there is the appearance of improper influence.



REPORT TO COUNCIL OFFICE OF C.A.O.



AGENDA DATE: January 15, 2019

SUBJECT: CAO Recruitment

RECOMMENDATION:

THAT Council appoint a 3 member CAO Recruitment Committee composed of the Mayor and 2 members of Council, to be supported by the current CAO and Executive Assistant.

THAT the Committee be directed to engage a consultant to assist with a full and open recruitment, with the objective to have a new CAO on board by mid-July, 2019,

That all of Council be engaged in the final interviews

AND that in the interim, the Committee shall receive input and report back to Council in Closed Session on the progress of the recruitment process.

BACKGROUND:

Council has received formal notice from the CAO of his decision to retire at the end of July with the last date to be worked being Friday July 26, 2019.

With sufficient notice Council may now turn its mind to the next steps involved in the process.

The recruitment process is for Council to determine. Generally it would involve multiple steps including:

- forming a recruitment committee of Council
- RFP and engagement of a consultant
- review of: current job description, compensation and organizational structure
- posting and promotion of job
- screening of applicants and interview (s)
- references,
- job offer and negotiation
- notice by candidate to existing employer
- appointment bylaw
- Orientation and onboarding.

A Full and Open Recruitment process can be completed with or without the use of an external consultant/head hunter. This process would allow Council to see the widest selection of candidates and would demonstrate the strength of any internal candidates if there are any. If internal candidates are not assessed in advance of the recruitment process then an external consultant is likely to charge fees even if an internal candidate is chosen.

Although not recommended by staff, there are other alternatives Council may wish to consider including:

Reevaluate the need for the role: take time following the CAO's departure to evaluate the situation. In the interim establish a process for the senior management team to bring forward priorities and recommendations to Council.

Appointment of an Acting CAO while recruitment takes place: this has the potential to provide the maximum amount of time for Council to work through the process,



REPORT TO COUNCIL OFFICE OF C.A.O.



however this would be an added responsibility and workload for the person selected. Generally not appropriate to appoint a person who would be applying for the role.

Direct Promotion of an internal candidate: this option exists if Council believes that the ideal candidate can be found within the existing staff, without the need for evaluating the candidate against the marketplace. With this option, Council may choose to promote with or without a restructuring.

Direct appointment of an external candidate: this option exists if Council has self-identified an external candidate who can fulfill Council's expectations, again without the need to evaluate the candidate against the marketplace.

FINANCIAL/STAFFING IMPLICATIONS:

Based on the CAO salary Council could expect to pay approximately \$37,500 plus to a head hunter for recruitment assistance. This would be funded from the working fund reserve.

If Council wishes there to be an overlap between the CAO's then additional budget room will need to be set aside, again funded from working funds.

ATTACHMENTS:

None

Submitted/approved by:

Wayne Orr, CAO

Prepared by:

Wayne Orr, CAO